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San Francisco Department of Public Works

2002-2003 Annual Report

"When you drive down a city street, take a stroll on the sidewalk, or enjoy the shade of a city-owned street tree, you are benefiting from the many services provided to you by the San Francisco Department of Public Works."

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Mayor
Willie L. Brown, Jr.

Department of Public Works Director
Edwin M. Lee

Mission Statement

"Improving the Quality of Life in San Francisco"

We are dedicated individuals committed to teamwork, customer service and continuous improvement in partnership with the community.

www.sfdpw.com

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A MESSAGE FROM THE DIRECTOR

I am pleased to present the Department of Public Works' 2002-2003 Annual Report. It has been a very exciting and productive year at DPW. Our mission of providing seamless and quality customer service to San Franciscans continues to be our driving force in our day-to-day operations.

DPW has and continues to work closely with other departments with related missions and responsibilities to streamline services. The SF Public Utilities Commission, the Recreation and Parks Department, the Department of Parking and Traffic, MUNI and the Department of the Environment are key departments with which DPW has close working relationships to bring about the efficient and effective provision of services to residents of San Francisco.

We continue to promote our 28-CLEAN street-cleaning hotline, and the department has embarked on several projects to establish public-private partnerships that combine and maximize the resources of the private and public sectors in pursuit of our goal of keeping San Francisco's streets clean. For example, the department's Clean Patrol program works with merchants and property owners to develop and implement an independently funded cleaning and beautification program in key merchant corridors. DPW has also partnered with community organizations to form Neighborhood Beautification Advisory Committees in several districts of the City, so the department can solicit concerns, respond and develop an on-going relationship with the community.

DPW manages the repair and rehabilitation of San Francisco's streets and permits and regulates the work of utilities and contractors in the public right-of-way. The department also has provided architectural, engineering, and project management services on some of the City's largest projects, including the Laguna Honda Replacement Project, Mission Bay, San Bruno Jail, Moscone West Convention Facilities, and Harding Park Golf Course.

We will continue to work with and serve the residents of San Francisco as we improve the quality of life in our City through quality customer service and continuous improvement. If you have questions or comments, please log on to www.sfdpw.com or contact my office at (415) 554-6920. Continued feedback is an important element to the success of DPW, and I look forward to hearing from you.

Sincerely,

Edwin M. Lee
Director of Public Works

DPW'S GOALS AND OBJECTIVES

DPW's central role is to provide for the management, care, maintenance, design and construction of public infrastructure. In this role, DPW represents the public's quality concerns and fiduciary interests in these activities.

The Department's infrastructure management skills are applied in two broad areas. In the first realm, the Department is the primary caretaker for the City's streets. DPW cleans and beautifies the City's streets providing street sweeping, landscaping and graffiti abatement services to maintain the beauty and character of all of San Francisco's many communities. DPW continuously monitors and assesses the condition of the City's streets; providing minor repairs where appropriate and maintaining an inventory of street resurfacing and reconstruction needs. DPW initiates and manages capital improvement projects based on those assessments. DPW also inspects and maintains retaining walls, bridges, stairs and other street structures; establishes grades and elevations of roadways; and maintains the official City map. Finally, the Department manages the five-year construction plans of private utilities and other City departments in the public right-of-way; and coordinates, permits, and inspects all construction activities to minimize the impacts of construction on the community.

In its second area of infrastructure management, DPW provides services to other City departments that otherwise would not be able to sustain or manage architectural, engineering, maintenance or custodial workforces. Because infrastructure management is the Department's core function, DPW is able to bring a greater level of attention and professionalism to these activities than departments whose core missions lie elsewhere. In addition, by centralizing these responsibilities within DPW, the City is able to sustain a professional capacity that would not be possible in a decentralized environment.

Public service is a constant theme in all of the Department's endeavors. DPW works closely with community groups and other stakeholders on all manners of activities from neighborhood cleanup and beautification projects to needs analyses for libraries, parks and other facilities for public use. The Department strives to design facilities and spaces that incorporate community needs and desires in a manner that effectively utilize the limited public funds that are available. DPW also manages its construction activities and the activities of other public and private agencies to minimize the adverse impacts on the City's residents and businesses.

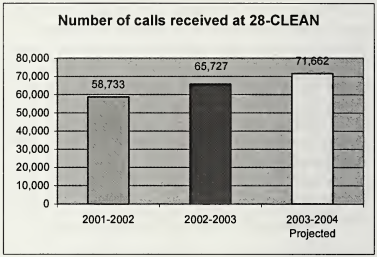
The Department further serves the public interest by exercising the highest level of fiduciary accountability in its management of public infrastructure, construction projects and programs. DPW assists policy makers by providing essential expertise in the assessment of public facilities and planning for capital improvement programs, and the Department's contract management and accounting practices ensure that contract goals are met and design and labor budgets are strictly adhered to. The scrutiny of its client departments ensures that the Department rigidly adheres to budgetary and schedule commitments and pushes the Department to meet or exceed the quality and cost effectiveness of private sector consulting firms.

BUREAU OF STREET ENVIRONMENTAL SERVICES

STREET CLEANING SERVICES

28-Clean Customer Service Line

DPW established its 28-CLEAN customer service line in 2001. 28-CLEAN provides the public with an easy to remember telephone number to report trash accumulation, illegal dumping and graffiti. The results: increased and faster customer service. In a typical month, 28-CLEAN processes nearly 6,000 calls from the public. 28-CLEAN also receives a number of non-DPW-related calls for service and the department regularly forwards these service requests to appropriate agencies providing seamless service to the public.



Litter Law Enforcement and Educational Outreach

DPW's Environmental Control Officers (ECO) identify and educate people responsible for breaking City litter laws. ECOs respond to specific complaints and patrol the city to ensure that merchants and residents are in compliance with city regulations that are meant to keep our city clean and beautiful. Their goal is to encourage change by educating residents and business owners about their responsibilities. In cases where education alone does not result in changing people's behavior, an ECO will follow up with an official warning and a citation. In response to many violators ignoring warnings and citations, the City has changed its litter-related violations from criminal infraction proceedings to an administrative procedure. In this way, a more streamlined enforcement and follow up procedure can be taken. Now, DPW holds hearings for those individuals and companies disputing a litter-related ticket and utilizes trained hearing officers from the Rent Board to adjudicate those disputes and the Treasurer/Tax Collector to collect the fines and pursue non-payments.

Graffiti Removal

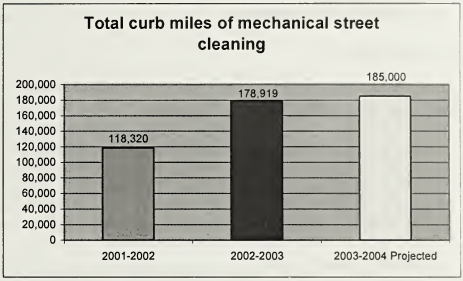
Graffiti is a highly visible form of vandalism that affects our quality of life. It results in costly clean ups, lowered property values and visual blight. DPW cleans up more than 1.1 million square feet of graffiti every year. The program has 14 employees, and 4 vans equipped with a computerized paint color matching system. DPW also helps enforce graffiti laws, educates those who vandalize, and works with residents to provide them with the resources they need to clean up graffiti. DPW keeps our neighborhoods clean by immediate graffiti removal, educational outreach, community involvement, and by working with the police. Graffiti is unsightly and if left untreated can depreciate the value of neighborhoods in addition to bringing more vandals into

the area. By removing graffiti immediately, residents can prevent their neighborhood from becoming a graffiti "hot spot." DPW's 28-CLEAN Customer Service phone line logged nearly 4,500 calls about graffiti in Fiscal Year 2002-03.

In early 2003, DPW convened a 23-member Graffiti Advisory Board to advise the Mayor and the Board of Supervisors about pending anti-graffiti legislation, graffiti enforcement, cleanup and prevention strategies and is beginning a grassroots Anti-Graffiti volunteer program.

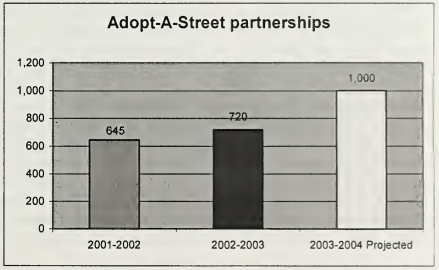
Mechanical Street Cleaning

Mechanical Street Sweeping is the backbone of DPW's street cleaning program. Currently, more than 90 percent of all City streets are swept mechanically at least once a week, with several being swept seven times a week. DPW cleans more than 150,000 curb miles (136,800 controlled parking, 20,788 non-controlled parking) and removes nearly 28,000 tons of litter and debris from San Francisco's streets annually.



Public Plaza and Major Thoroughfare Maintenance

DPW has been increasing its maintenance of public plazas and major thoroughfares through creative strategies. For instance, United Nations Plaza, long plagued by crime and trash, has been cleaned out and the benches removed to discourage loitering and activities that lead to a blighted plaza. In addition, DPW has partnered with other agencies and community volunteers to beautify major thoroughfares such as Van Ness Avenue, Brotherhood Way and Sloat Boulevard all of which have recently received increased maintenance, such as pruning, weeding and new plantings to improve the look and feel of these important city corridors. We have also made an effort to enhance street corners at major intersections with additional landscaping and heightened maintenance, for example at San Bruno Avenue and Bayshore Boulevard.



Increased Recycling

DPW recently began recycling more of the waste it picks up off of the street as well as that generated at its corporation yard. This improvement is primarily achieved through DPW directly hauling waste to Sanitary Fill's transfer station rather than Sanitary Fill picking up the waste from DPW's "pit" at the yard and hauling it to the landfill. At Sanitary Fill's transfer station, DPW's recycled materials are sorted out from the garbage and taken to their recycling facility. In this way, DPW is supporting the City's efforts to meet its 75 percent recycling goal.

VOLUNTEER PROGRAMS

Adopt-A-Street

The Adopt-A-Street Program is a partnership between the City and its merchants and residents, which enhances the City's cleanliness and beauty. The program is simple: groups or individuals agree to adopt a street or an area and take responsibility for keeping it clean (of litter, graffiti, weeds and illegal dumping), and DPW provides free cleaning supplies, support for neighborhood clean ups and coordinates public recognition. In partnership with the Department of Human Services the program has also contracted with the non-profit San Francisco League of Urban Gardeners (SLUG) in a welfare-to-work sidewalk sweeping program that provides transitional work experience to support the participants' move to unsubsidized employment.

Community Clean Team

The Community Clean Team is a highly successful neighborhood beautification volunteer program. Since its inception in 2001, nearly 20,000 volunteers have joined the team and have picked up 67,000 pounds of debris. In addition, volunteers and city crews have swept and cleaned more than 210 miles of sidewalk, curbs and alleyways; and have manually cleaned over 1,400 tree basins. The program dedicates an entire month to a supervisorial district with DPW and other city departments performing various street cleaning and neighborhood beautification work. At the same time, volunteers from throughout the district clean and revive their neighborhoods according to the needs and character of each district. As part of the program, a Saturday is dedicated to beautifying various parks throughout the district, as well as dedicating a Saturday when hundreds of students volunteer at their campus. Several city departments have signed on as official partners of the Clean Team, including the Recreation and Parks Department, the Department of Parking and Traffic, the Sheriff's office, MUNI, the Mayor's office, the Police Department, and the Department of the Environment to name a few. Norcal Waste Systems, Inc. has partnered with the Community Clean Team to offer residents bulky item drop off during their district's Clean Team month. Nearly 500 tons of debris has been collected at the events in 2003, with 47 percent being diverted from the landfill and recycled. DPW's non-profit partner, The Clean City Coalition, has helped maintain the Community Clean Team since its inception by providing consistent outreach and education to district residents, businesses, schools and community based organizations.

Graffiti Abatement Outreach and Volunteer Program

Currently in the planning phase, DPW's Anti-Graffiti Program is a citywide volunteer effort to prevent and remove graffiti from public and private buildings, sidewalks, street furniture and every other surface taggers deface. The program's goal is to keep San Francisco's landscape graffiti-free through community involvement and enforcement. DPW, working with the citywide Graffiti Advisory Board, the Police Department and community leaders, will empower residents to take ownership of their neighborhoods. DPW supplies the training and tools and the community will take charge from there. Volunteers will commit to an area around where they live or work for a period of two years and will be responsible for keeping the area free of graffiti. Involvement by San Francisco residents is key to the long-term success of the program.

Club DPW

Club DPW is a citywide program to enlist the support of middle and high school students in keeping San Francisco clean. More than 600 students now belong to Club DPW. DPW works in partnership with businesses to develop incentive and rewards for Club members. DPW is currently refining the program to offer employment and volunteer opportunities to youth, to be launched in 2004 under a new name – SFCRUE. The new program is currently is being established in Hallidie Plaza.

PUBLIC PRIVATE PARTNERSHIPS

Neighborhood Beautification Advisory Committees & Streetfacts

DPW created several Neighborhood Beautification Advisory Committees in key districts of the City, so the department can solicit concerns, respond and develop a partnering relationship with the community. Current neighborhoods include the Mid-Market Street area, Chinatown, North Beach, the Mission, the Lower Polk neighborhood, the Portola District, and the Fisherman's Wharf area. These partnerships have led to better coordination between City departments and neighborhood and merchant groups. Results include newly designed and freshly painted litter receptacles with neighborhood specific logos; extensive landscaping; and banners displaying unique community characteristics. DPW is also partnering with the Clean City Coalition and the San Francisco Chamber of Commerce to improve the cleanliness and safety of San Francisco streets with StreetFacts, a performance evaluation demonstration project. Volunteers from the Neighborhood Beautification Advisory Committees and other groups will use hand-held computers to perform weekly surveys of the condition of San Francisco's streets, plazas and rights of way. The initial survey will include a small number of items such as litter, graffiti, and public trash receptacles. Ultimately, the survey may expand to include lighting, tree boxes and planters, building façades, sidewalks, roadways and signage. Data will be transmitted to DPW for action.

The Clean Patrol

DPW began the Clean Patrol in 2002 as a pilot model cleaning and beautification program. The department has worked with merchant associations in such areas as San Bruno Avenue,

Clement Street, and the Castro District to provide specialized cleaning services. While typical services include graffiti removal, landscaping services, and steam cleaning, the Clean Patrol is tailored to the individual needs of each merchant corridor. The department's goal is to have the merchant corridors evolve into self-sufficient, independently funded Maintenance Improvement Districts that will continue the increased efforts after the city's program concludes.

Neighborhood Green Project

DPW, the Recreation and Parks Department, the Neighborhood Jobs Initiative, and Strybing Arboretum received funding from the Department of the Environment in 2002 to create an education and job training program for residents of the Bayview and Potrero Hill neighborhoods. Called the Neighborhood Green Project, it is an innovative 14-month program preparing residents of the city's poorest neighborhoods for careers in horticulture. By the end of the program, fifteen program participants were prepared to work in city gardening jobs, at local nurseries or even start their own landscaping businesses.

TRAINING AND DEVELOPMENT

The DPW Operations Yard has developed an "Operations Resources Center" or "Training Trailer" where workers can enjoy access to job training, computer classes, job announcements, instructional videos, career services and more. Formerly, training mostly was provided off-site and was difficult to access by the department's trades and street cleaning crews. DPW employees also have access to the new Supervisor's Academy Training, which trains staff on leadership skills, conflict resolution, appraisals, and identifying stress, generally preparing them to become good and effective supervisors. In addition to catalog trainings such as Covey's 7 Habits of Highly Effective People and Myers-Briggs Personality Assessment Trainings, Training and Development offers tailored trainings, meeting facilitation and retreat planning for the entire department. The department's Equal Employment Opportunity Officer is also located at the Training Trailer for easy access to operations employees.

BUREAU OF URBAN FORESTRY

PLANTING AND MAINTAINING CITY-OWNED TREES

Street trees and other plantings soften what can be a harsh and cold cityscape of concrete, glass, and steel. They offer a range of fragrance, color, and texture that is uplifting to the spirit. Trees also improve air quality and reduce stormwater runoff, thereby providing a healthier environment for everyone.

In order to better enhance and maintain the City's Urban Forest, DPW created the Bureau of Urban Forestry in 2002 to specifically address the city's needs for coordinated maintenance of street trees and landscaped medians. DPW has shifted the city's management of medians and trees from a reactive mode to a coordinated, programmatic maintenance and improvement program. This represents a historical shift in the maintenance of green spaces and trees for the city of San Francisco.

DPW arborists also respond to emergency calls involving public safety for both public and private street trees twenty-four hours a day, seven days a week. In addition to regularly scheduled maintenance duties, arborists pruned approximately 5,000 street trees and responded to over 500 call-outs for tree failures and other emergency tree-related problems.

Along with program partners Friends of the Urban Forest and the TreeCorps, DPW works to plant over 700 street trees annually. The emphasis of the planting program has recently shifted from simply planting new trees to providing sufficient care to ensure their successful establishment and long term survival.

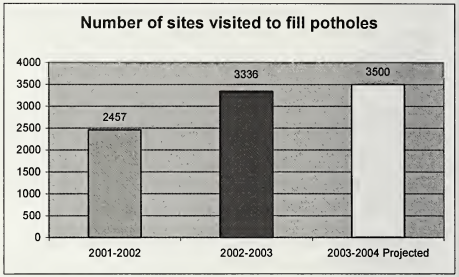
Currently DPW maintains about 30,000 street trees while private property owners and other agencies maintain 60,000 street trees. Major projects undertaken recently include the pruning of palm trees along Market, Dolores, and Mission streets. This reflects the department's coordinator effort to enhance the beauty of many of our city corridors.

MEDIAN MAINTENANCE

The bureau has developed new designs for San Francisco's median strips and easements that are both attractive and low-maintenance. For instance, Sloat Boulevard, Monterey Boulevard, Van Ness Avenue, and Brotherhood Way have seen major improvements under the supervision and coordination of the Bureau of Urban Forestry. The bureau is currently studying implementation of new and less costly landscaping technologies for medians throughout San Francisco that include native and locally adapted plant species.

BUREAU OF STREET AND SEWER REPAIR

POTHOLE REPAIR



Potholes in our streets are a hazard to the public and impede the efficient commerce necessary for the City's economic health. DPW finds these holes and repairs them quickly to minimize the danger they can cause. The program has 6 employees, 3 cold patch trucks, 3 hot patch trucks and utilizes the Municipal Asphalt Plant to provide the materials to make these repairs. DPW informs the public on how to report the location of potholes and tracks its progress in getting the defects repaired. DPW keeps the streets of the City safe for the motoring public, bicyclists, pedestrians and commercial vehicles. This effort reduces injuries to the customer, costly claims to the City and improves customer satisfaction when riding on smooth streets.

DPW crews find more than 95 percent of the potholes that are repaired. DPW has initiated a system to survey the City by supervisorial district and through the use of computer driven listings, the department has inspected and repaired every street block in the City. This effort has resulted in a major drop-off in customer calls for service, meaning that we are finding and fixing new potholes before the customer notices that a problem exists.

The Public may call 695-2100 to report potholes. DPW will inspect the pothole within 24 hours.

PERCENT OF POTHOLES INVESTIGATED WITHIN 24 HOURS-------- 83%
AND PAVED WITHIN 48 HOURS---------- 74%

SEWER REPAIR

The City's sewer system is composed of several treatment plants, large box storage structures and an immense system of main and side sewer collection pipes located under City streets.

Broken sewer pipes cause street cave-ins, which are a hazard to the public and to property. DPW performs street and sewer repairs at the direction of the Public Utilities Commission as a service to the public. The program has 17 employees, 6 crew trucks and 6 backhoe loaders. DPW keeps the sewers of the City repaired so that sewage backups, street collapses and basement floodings are minimized. DPW is able to effectively respond and provide service to the City 24 hours a day, 7 days a week.

TRENCH PAVING

A variety of agencies and contractors excavate trenches in City streets in order to install, repair and maintain buried utility pipes. To reduce the inconvenience and danger to the public that such open trenches create, DPW paves trenches to conform to a seamless and smooth street. Utilizing the DPW Municipal Asphalt Plant, the department is able to respond to requests for paving rapidly, reducing the time open trenches are unpaved. The program has 7 employees, 1 crew truck, and 1 hot patch truck.

ASPHALT PLANT

The Municipal Asphalt Plant produces hot asphalt for DPW crews to pave City streets. However, the plant is not currently producing at its capacity and a program to sell hot asphalt to private paving contractors and other City agencies is currently in development. DPW can offer contractors a high quality product at a significant cost savings realized from lowered transportation cost due to the plant's convenient location within the City. DPW plans to install a storage silo that will allow the plant to operate continuously to produce all of the asphalt required for a day's paving operations in addition to storing excess asphalt material for private sale or emergency weekend work.

The proposed silos, which will be complete in 2004, will allow for more cost-effective and energy efficient asphalt production; will allow the plant to serve larger projects than currently possible; and extend the life of other plant equipment by limiting the start-stop cycling of the plant. In addition, material can be produced and stored in the silos for use on night and weekend paving projects without activating the entire asphalt plant.

OCEAN BEACH PROMENADE

DPW, partnering with the Golden Gate National Recreation Area, successfully completed the Ocean Beach sand relocation project, improving beach access for San Franciscans and providing erosion control along San Francisco's coastline. In June 2003, DPW cleared the eight-block-long Promenade using heavy machinery and eliminated the berm in front of the seawall, which had allowed ocean winds to easily blow sand over the seawall and onto the pathway. Approximately 23,000 cubic yards of sand was transported just south of Sloat Boulevard near the San Francisco Zoo and dumped to simultaneously address the problem of erosion between the south parking lot and Fort Funston. GGNRA was on hand to protect wildlife and native plants throughout the project. DPW continues to maintain the Promenade, so people can enjoy the beach.

CITY TUNNEL MAINTENANCE

DPW is providing routine maintenance and coordinated service for the Stockton, Broadway, and Geary street tunnels. In cooperation with the Department of Parking and Traffic and the Police Department, DPW maintains the tunnels quarterly. Maintenance includes waxing and washing tiles, checking lighting and maintaining guardrails. This proactive approach ensures that our

tunnels are safe, clean and well lit for drivers, bicyclists and pedestrians and has led to a decrease in public complaints associated with City tunnels.

BUREAU OF BUILDING REPAIR

The Bureau of Building Repair (BBR) provides quality professional construction, repair, remodeling and facility management services to City-owned facilities. These services are provided at or below private contractor prices. BBR also provides building operations, maintenance, and custodial services for DPW buildings and other City departments. BBR provides emergency repair services 24 hours a day. This service is especially valuable for the Police and Fire departments as well as other 24-hour operations. By working on time and within budget, San Francisco residents enjoy accessible, safe and clean public facilities that meet federal, state, and city code.

PERFORMANCE MEASUREMENTS

		2001-02	2002-03	2003-04
I.	**Maintenance and Operation of Buildings**			
	Janitorial Service Units (1,000 square feet)	200,000	200,000	200,000
Percentage of Equipment Breakdown		**0.01%**	**0.01%**	**0.01%**
II.	**I.D. Maintenance and Operation of Buildings**			
	Valuation of Inter-Departmental Work	$18.35	$18.5	$18.5
	Percentage of Re-Work on Interdepartmental Work	0.01%	0.01%	0.01%

ARCHITECTURE, ENGINEERING AND CONSTRUCTION MANAGEMENT SERVICES

LARGE CAPITAL PROJECTS

One of DPW's primary responsibilities is to provide project management, engineering, architectural, and construction management services on some of the City's largest capital projects.

Highlights

Branch Library Improvement Bond

In November of 2000, the voters of San Francisco approved the $105.3 million General Obligation Bond Measure Branch Library Improvement Program. The San Francisco Public Library will improve the branch library system with these funds and previously allocated $2.4 million bond for seismic safety, an anticipated $10 million State Public Library Construction & Renovation Bond Act of 2000 (Prop 14), and $15 million of private donations. The improvement program will be carried out over ten years and is broken up into 5 phases to minimize the impact to operations and library services. Nineteen existing branches will be renovated and/or enlarged, five new branches will be built, and one new support services facility will be provided. Four of the five new branch libraries will replace existing branches, which operate in leased space. The fifth, at the new Mission Bay development, will be a new branch. The goals of the Branch Bond Program are to increase public safety through seismic strengthening and hazardous materials abatement; increase accessibility by conforming with the Americans with Disabilities Act; improve infrastructure through modernization and code compliance upgrades; and improve public library service and functionality through reconfigured interior spaces, adaptations for technology and, where possible, expansion.

Moscone Center West

Construction of Moscone West, the $191 million, 300,000 square foot addition to San Francisco's Moscone Center, opened on schedule in Spring 2003. Moscone West, located at the corner of Fourth and Howard streets, complements the two existing adjacent buildings, Moscone North and South, which combined provide over 600,000 total square feet of meeting and tradeshow space. At 300,000 square feet, the new hall triples the amount of meeting and exhibit space available at Moscone. This new state-of-the-art building, with its luminescent glass facade and 27-foot ceilings, consists of three floors, each measuring approximately 100,000 square feet of multi-use space. DPW provided project management, design and construction management services to its client, the Visitors and Convention Bureau from the project's beginning to end. Moscone West may be one of the country's first construction projects to document conclusively the amount of materials recycled from a building construction site. The City's Resource Efficient Building Ordinance, aims to increase energy and water efficiency, save financial resources, and reduce the negative environmental impact of construction, demolition, and operation of City and County buildings and establishes stricter guidelines for contractors

than nearly any city government in the U.S. Although the project was underway before the implementation of the legislation, DPW complied with the new "green building law."

Laguna Honda Hospital Replacement Program

The City owns and operates Laguna Honda Hospital, which opened in 1866 with its existing facilities built between 1924 and 1940. In 1999, voters approved a $299 million bond proposal to replace Laguna Honda Hospital after it was damaged in the 1989 Loma Prieta Earthquake. The project is also using an additional $100 million from a settlement with tobacco companies to help fund construction. DPW is providing project management, construction management, and overseeing the design of the replacement project. DPW is working with the Department of Public Health and construction is scheduled to begin next summer. Three new buildings and the renovation of an existing building should be completed by 2007, and another new building will be finished by 2009.

Mission Bay Development

DPW is the lead facilitator in processing the mapping and permit applications for the Mission Bay Development Project. The project encompasses over 300 acres of San Francisco's bay front and includes realigning streets, and redrawing blocks and lot boundaries. The most complex issues before the City are the numerous subdivision and mapping applications that are submitted to DPW over the course of the project, a period of many years. Because Mission Bay Development will reconfigure every parcel and realign virtually every street in the project area, a mapping application will be necessary before any project in the Mission Bay area may proceed. Every application will be reviewed by DPW and approved by the Board of Supervisors.

San Francisco County Jail #3 Replacement Project

The San Francisco County Jail No. 3 Replacement Project, located in San Bruno, California, is one of the City's first design-build projects, which upon completion will provide a complete, functional, and operable 768-bed, maximum-level detention facility for the San Francisco Sheriff's Department. The completed complex will replace the existing Jail No. 3 (built in 1934 with a 560-bed capacity) and become the Sheriff Department's newest jail facility.

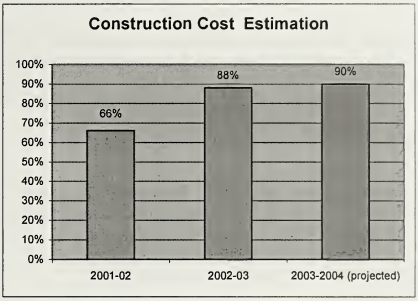
The main facility consists of the new Jail No. 3 housing building and the administration building. The footprint of the new Jail No. 3 resembles a "four-leaf clover" with a square central core and four housing unit pods. The core contains educational, counseling, medical, and dental spaces. Each of the four housing pods extends from one side of the core and consists of ninety-six double-occupancy cells on four levels, with two recreation areas. The administration building contains inmate intake, laundry, food service, inmate visiting, and the Sheriff Department's staff areas. The facilities are designed to retain occupancy for at least seven consecutive days following a "code" magnitude earthquake. The Contract's total budget is $115 million and is scheduled for final completion in January 2004.

ENGINEERING

DPW's Bureau of Engineering provides planning, design, and construction consultation services to City departments and assists in the management of City streets, infrastructure and various City structures and recreational facilities. The Bureau is responsible for assuring that projects are completed on schedule, adhere to applicable codes and standards, and are within budget. The Bureau applies engineering analysis to help optimize use of capital and maintenance funding. Successful engineering projects enhance, improve and respect our community's standard of living and quality of life.

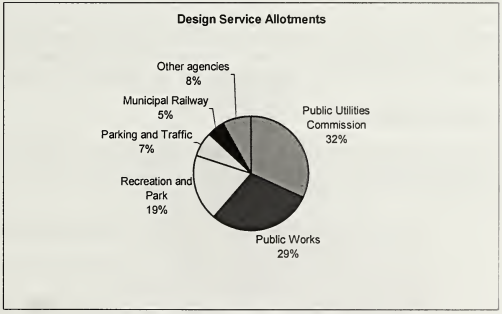
Goal

For every construction contract advertised, there is an engineer's cost estimate prepared prior to advertising for bids. The Bureau's goal is to be accurate in our cost estimates such that the awarded bid will be equal to or less than 105% of the engineer's estimate for 90% of the construction contracts awarded.



Design Service Allotments

During the fiscal year, the Bureau of Engineering provided engineering and landscape architecture consultation and design services to twenty-four different City agencies and departments. The percent breakdown in terms of total number of active projects is:



Highlights

Ocean Avenue Reconstruction and Improvement Project

This project is an example of successful collaboration between city departments. The project was initiated by MUNI's need to replace 1.7 miles of worn and aging streetcar tracks between Junipero Serra and the Balboa Park Muni Facility. With extensive collaboration between the Board of Supervisors, various city agencies, utility companies, and residents and merchants of Ocean Avenue, the project grew into a comprehensive neighborhood improvement effort. In addition to track replacement work, pavement reconstruction and new traffic signals, the project includes streetscape elements such as, sidewalk bulbouts, palm trees and ornamental lights, all designed to improve traffic flow and the look and feel of Ocean Avenue. The result is revitalized commercial activity through a more pedestrian-friendly atmosphere and a fresh distinctive "look" for the entire neighborhood. By working in partnership, MUNI and DPW were able to deliver a project to revitalize a neighborhood rather than merely rehabilitating a trackway.

Harry Tracy Water Treatment Plant

BOE designed this $8.5 million project for the San Francisco PUC to handle filter residuals at the existing Harry Tracy Water Treatment Plant located in San Bruno. The new facilities allow residuals to be stored and thickened prior to transport to the Oceanside Water Pollution Control Plant for treatment and disposal.

Parque Niños Unidos (Park of United Children)

Parque Niños Unidos, located on 23rd Street between Folsom and Treat streets, is a new neighborhood park in the Inner Mission District. The program for the facility includes a 1,200 square-foot clubhouse with an outdoor courtyard and patio, children's play areas featuring a large climbing net structure and playhouse, community garden, multi-use lawn area, and garden pavilion. The park has something for every age group and sparkles in a neighborhood with a high need for recreational facilities. This $1.7 million project was designed jointly by the Bureaus of Engineering and Architecture for the Recreation and Parks Department.

Harding Park Golf Course

The Harding Park Golf Course renovation project is a $24 million phased project to return the municipal course to a world class facility capable of hosting PGA events. The first PGA event is scheduled for October 2005. Project phases include:

- Renovation of the 18-hole Harding Park Golf Course and the 9-hole Jack Fleming Golf Course.
- A new $12 million driving range which includes a complete reconstruction of all tees, greens, bunkers, cart paths, and irrigation.
- A new parking lot with 240 spaces with 'green' drainage system that allows natural filtration of oils/grease and percolation into ground.

- A new $2.9 million maintenance facility, which includes a 10,000 square foot facility to enable maintenance of course at high level. completion: March 2004.
- A new $7.5 million Clubhouse with 20,000 square feet of dining and event capability for daily use and large tournaments. Completion: June 2005.

DPW has performed construction management and project management for all phases and has designed all phases except the golf course renovation.

ARCHITECTURE

The Bureau of Architecture (BOA) provides quality public architecture through excellence in management and design. This Bureau provides comprehensive planning, facility management and architectural services for new buildings and the modernization and renovation of existing public buildings in San Francisco. BOA continued its practice of conducting annual customer satisfaction surveys with client departments to solicit feedback on performance and improvements. BOA partnered with the Department of the Environment in developing the next generation of the Resource Efficient City Buildings Ordinance and anticipates playing a key role in moving the City toward a more sustainable business model.

The bureau's continuous improvement goals were emphasized through focused training of bureau staff in the areas of Sustainable Design and Construction, Project Management, Drafting, Design and 3D presentations, and other professional skills. This training resulted in more cost effective and efficient project delivery capability.

Highlights

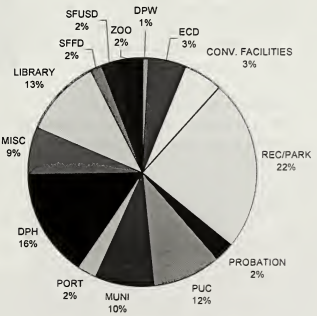
Minnie and Lovey Ward Recreation Center

This is a 17,000 square foot replacement facility for the Oceanview Recreation Center, one of the City's larger recreation facilities. This approximately $17 million project includes a new community building and gymnasium.

Lincoln Pump Station

One of a series of new pump station replacement projects being designed for the Public Utilities Commission

BOA Programs By Client
FY 2002-2003



to ensure a continuing supply of high-quality water to San Francisco.

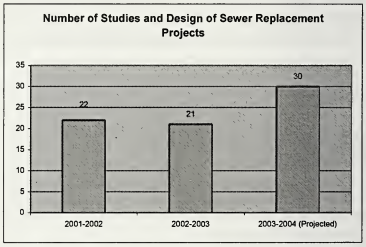
Visitacion Valley Recreation Center

The Visitacion Valley Clubhouse is a new 2,600 square foot community facility for the Recreation and Park Department. It is one of 10 pilot projects from the Resource Efficient Building Ordinance; emphasizing natural lighting and ventilation, and sustainable materials that are non-toxic and/or recycled.

HYDRAULIC SECTION

DPW's Hydraulic Section provides planning, design, and consulting services to the San Francisco Public Utilities Commission (SFPUC). These services include:

- Replacing sewers through the Replacement and Renewal Program
- Responding to sewer emergencies
- Providing sewer information to the public, SFPUC, DPW and utility agencies
- Developing and maintaining a Sewer Geographic Information System (GIS)



DPW coordinates sewer replacement work with street repaving and other reconstruction work. This provides efficient use of construction funds and minimizes the amount of disruption to businesses and neighborhoods where construction occurs. DPW implements the Sewer Geographic Information System, providing sewer information to designers, utilities and the public more rapidly. This results in lower design costs and more accurate information. The program makes San Francisco's infrastructure more stable and sound by replacing sewers, responding to sewer emergencies, and providing sewer information so that policy makers can make informed decisions about replacing San Francisco's infrastructure.

Highlights

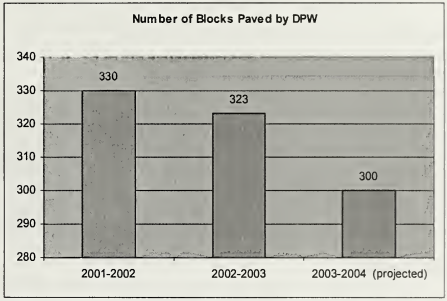
Lucerne Drainage Improvements

The area located south of the Market Street is built over marshland and has settled over the years. During heavy rains and high tides, the sewers serving this area back up and buildings are flooded. This flooding has been more significant especially in the blocks of Harriet and Lucerne streets located in south of Brannan Street between 6th and 7th Streets.

In January 2002, Public Utilities Commission decided to alleviate this flooding problem by constructing a lift station including a diversion structure at the corner of Harriet and Brannan Streets. During dry weather, the flow would continue to be discharged to the Brannan St. sewer. During wet weather, the flow would be diverted and pumped to the 6th Street sewer. BOE conducted the hydraulic analysis and prepared the design documents. The total project cost was $1.5 million.

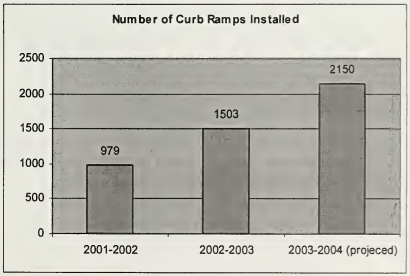
STREET RESURFACING PROGRAM

DPW maintains 11,528 blocks of city streets. A computerized program is used to prioritize streets that need work based on street type, amount of traffic, and the cost of work. From this study, a list of streets to be paved is sent to utility companies for coordination of services. If utility work is necessary, the paving is coordinated with the street resurfacing plan to minimize the impact to the neighborhood and the driving public. Once all utilities have completed their work, DPW paves the street and a five-year excavation moratorium is placed on the street.



DPW follows the excavation code, which allows for improved street maintenance coordination; keeps the public informed of new street construction projects; and minimizes the impact that these kinds of projects have on neighborhoods. In extremely high density areas, DPW sometimes works nights and weekends to minimize disruption to residents and businesses.

Timely street paving improves the rideability of City streets for motorists and bicyclists while increasing the life of the pavement. This program also preserves the taxpayers investment in City streets.



DISABILITY ACCESS

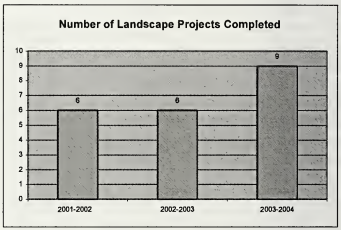
DPW maintains more than 7,000 intersections in San Francisco. Some are not accessible for people with disabilities and some are partially or

fully accessible. All public and private paving projects are required to provide curb ramps. Last year, approximately 1,500 curb ramps were constructed through DPW projects. Additional curb ramps were built through other public and private projects. DPW ensures that all intersections have up-to-code curb ramps that are properly located. The Curb Ramp Program has received funding to develop a database that assesses existing curb ramp conditions and tracks all curb ramp construction. This gives DPW up-to-date information for prioritizing curb ramp construction, permitting right-of-way work and answering complaints from the community.

Curb ramps are essential for pedestrian travel on City sidewalks for many members of the disabled and elderly communities. In addition, all San Franciscans enjoy greater pedestrian access to City sidewalks through increased curb ramps.

LANDSCAPE ARCHITECTURE

This section provides landscape architectural design and consultation services to agencies and departments responsible for the development, maintenance, and renovation of the City's right-of-ways, parks, squares, open spaces and ancillary landscape areas. The work of the section improves the quality of life for City residents by providing new and renovated parks with safe and accessible play areas, and beautifully landscaped urban spaces and streetscapes throughout the City.



Highlights

Parkside Square Playground

Working with community advocates and the City's Disability Access Coordinator, this new playground has been designed as the first fully accessible playground in the City. Amenities in this park include age appropriate play structures, a meandering pathway with ample seating and picnic tables, a unique water play element, a maze, interactive play elements and a large expanse of safety surfacing for all types of active play. Completion of the park scheduled for early 2004.

Turf Soccer Fields

The City's first two state of the art synthetic turf soccer fields were completed in the summer of 2003 to provide safe fields that can be used in all weather conditions. Avid soccer players have given these fields an enthusiastic thumps-up.

BUREAU OF CONSTRUCTION MANAGEMENT

ARCHITECTURAL CONSTRUCTION SERVICES

The Bureau of Construction Management's Architectural Construction Services Section manages a full range of building construction projects from Recreation and Parks clubhouses to the replacement of the Youth Guidance Center. The Section's inspectors monitors work for all City Departments. Project types range from parking garages to libraries to fire stations. The engineers handle new buildings as well as small renovations. Keeping projects on schedule, within budget, and ensuring that a quality building is built are all part of the Section's commitment to service excellence. The Architectural Construction Services Section ensures that public buildings are built according to latest construction codes, safely, on time and within budget. By doing so, the engineers guarantee the public's tax dollars generated from bond programs are used efficiently.

SEWER REPLACEMENT PROJECTS

The Bureau of Construction Management's General Construction Services Division monitors and regulates various construction projects for the Public Utilities Commission's Sewer R&R Program. Besides ensuring the quality of the construction performed by private contractors, the team is responsible for keeping projects on schedule and within budget. During this past year, the Bureau's General Construction Services Division managed the replacement of 50 blocks of sewer mains. The construction value for this year's sewer replacement projects totaled $5.1 million.

A staff of 22, including 9 engineers, manages the sewer replacement projects the system in prime condition.

BUREAU OF STREET USE AND MAPPING

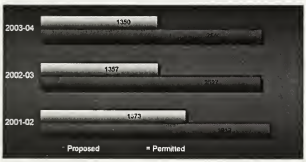
STREET CONSTRUCTION COORDINATION CENTER

The Street Construction Coordination Center (SCCC) was created in 1999 to minimize the disruptive impact of street construction on neighborhoods and the traveling public. The SCCC has improved construction coordination, informed the public of new construction, and reduced uneven pavement on City streets.

In Fiscal Year 2002-03, municipal and utility excavators planned major excavation projects in 2,527 blocks Citywide. The cooperative efforts of many city agencies, utility companies and contractors enabled the Center to facilitate the reduction of major excavation projects in the City by 48 percent, from 2,527 planned blocks to 1,275 actual blocks excavated. These joint projects represent 21 percent of large permits.

The SCCC also provides an Electronic Permit and Information Center (EPIC) system. Excavation permits can be applied for and approved over the Internet. This has reduced the number of days to receive an approved permit to excavation in a single block from five to seven days to one to three days. About 96 percent of all excavation permits are now applied for and approved over the Internet. The EPIC system allows the public to obtain permit information from DPW's website at www.sfdpw.com.

Blocks Proposed vs. Permitted to be excavated by Major Projects

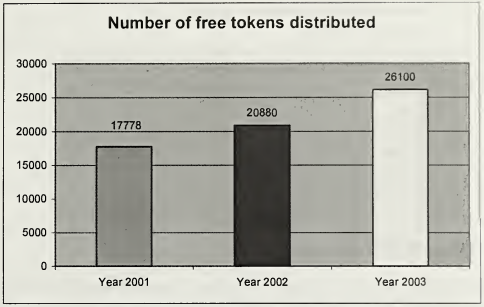


	2001-02	2002-03	Projected 2003-04
Blocks Proposed to be Excavated	2,632	2,527	2,540
Blocks Permitted to be Excavated	1,673	1,357	1,350

Permits Issued Over the Internet

	2001-02	2002-03	Projected 2003-04
Permits Issued	4,905	5,229	5,576
Permits Issued over the Internet	4,626	5,023	5,464

AUTOMATIC PUBLIC TOILETS AND PUBLIC SERVICE KIOSKS



The Automatic Public Toilet Program was developed because of a growing civic concern about the lack of sufficient public toilet facilities in the City. The toilets cost a quarter to operate, are designed to automatically clean themselves after each use, and are fully accessible to people with disabilities. Free tokens distributed by various non-profit organizations are given to those that cannot afford the 25 cents entry fee. This program is operated at no cost to the City. In exchange for the toilets, the City allows the contractor to install public service/advertising kiosks on City sidewalks. Advertising revenue generated by the kiosks pays for the installation and maintenance of the toilets. There are currently 25 Automatic Public Toilets in operation, in addition to three in the planning or construction phase. Since the installation of the automatic public toilets in 1995, DPW has recorded more than 4.1 million flushes.

NEWS RACK PROGRAM

Sidewalk clutter caused by free standing news racks is a problem, which can be an eyesore and make it difficult for residents, visitors, and people with disabilities to traverse our sidewalks and enjoy our City. DPW is responsible for administering the City's News Rack Ordinance, which aims to reduce the amount of sidewalk clutter associated with freestanding news racks, by requiring Fixed Pedestal News Racks in many parts of the City, instead of the individual free standing racks. In Fiscal Year 2002-03, DPW continued the implementation of the News Rack Program by establishing 250 sites and fabricating 78 fixed pedestal news racks to be installed in the downtown area in the first quarter of 2004. The department also continued its practice of citing and seizing news racks that are not in compliance with maintenance and display standards. DPW cited 2,235 news racks and seized 460 in 2002-03.

STREET-USE PERMITTING PROGRAM

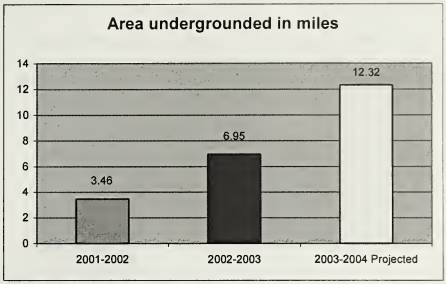
DPW's Street-Use Permitting Section ensures that city sidewalks and streets are safe and accessible. Obstructions on the sidewalk, such as planters, tables and chairs, or building construction material, can impede travel. DPW is responsible for permitting uses of the public right-of-way for sidewalks and roadways to ensure that objects on the sidewalks are permitted under City ordinances. Items requiring DPW permits include:

- Café Tables and Chairs
- Display Merchandise
- General Excavation
- Underground Tank Removals or Abandonment
- Public Pay Telephones
- Banners
- Signs
- Major and Minor Encroachments
- Special Sidewalk Surfaces
- Sidewalk Improvements (new sidewalks and driveways)
- Over-wide Driveways

SUBDIVISIONS AND MAPPING

The Subdivisions and Mapping Division is responsible for official City map data and is essentially the City's official custodian of all data related to every piece of land within San Francisco. The Bureau reviews and processes applications for new subdivision maps, condominium conversions, lot line adjustments, certificates of compliance, records of surveys, street name changes, street vacations, and street grade changes. Each of the changes to the official City map must be recorded with the City Recorder's Office after review and approval by DPW and must be in compliance with the San Francisco Subdivision Code and the California Subdivision Map Act. We work hand-in-hand with the Department of City Planning and the Department of Building Inspection to assure that conditions on the development of any parcel of land within the City are complied with prior to being officially recorded. The department is legally charged with assuring compliance with the California Subdivision Map Act and the San Francisco Subdivision Code. Our customers are property owners, developers, engineers, land surveyors and the general public who have an interest in new subdivisions, street vacations, street renaming and official datum. It is our responsibility to maintain the integrity of the official City map.

UTILITY UNDERGROUNDING PROGRAM



DPW coordinates and monitors efforts to move overhead utility wires into underground conduits under streets and sidewalks throughout the City, greatly improving aesthetics and lighting on City streets. Each underground district is created by an ordinance, which mandates that utility companies, such as PG&E, Pacific Bell, cable TV, and other telecommunications companies, pay for moving their own facilities subject to funding availability as regulated by the California Public Utilities Commission. The San Francisco Public Utilities Commission is responsible for the provision of streetlights in these underground districts.

MANAGEMENT INFORMATION SYSTEM

The MIS division is responsible for developing and maintaining computer programs; setting up and maintaining the local area network; supporting users and managers; and providing maintenance of the city's GIS basemap data.

Highlights

Mobile Storage Containers Permitting System

This web-based program allows applicants to enter their permit application information to acquire approval. DPW staff then review the application and approve the permit. The applicant accesses the web-based system and retrieves and prints their permit. The link is available at www.sfdpw.com.

Utility Excavation Permit System Upgrade

The map component was upgraded to allow permit checkers to assess the impact of an excavation permit on a neighborhood. This is achieved by displaying all the permits in the vicinity of the proposed permit. The link is available at www.sfdpw.com.

Inspectomatic

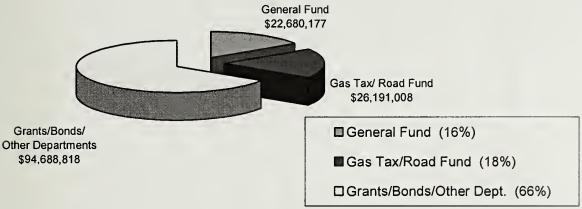
This program automates the inspection functions performed by the Inspection Division. The program uses email and digital photos to notify various utility companies and city agencies about street defects.

Central Data Lookup

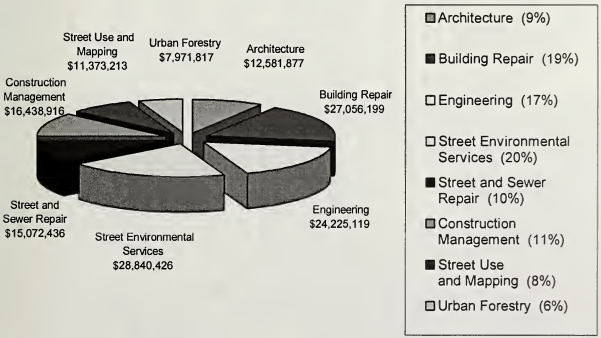
This web-based program allows users to access data from most of DPW's systems. The program is available on the Internet for DPW managers to access off site. The data available includes permits issued by DPW, subdivision data and maps, inspections, complaints and 5 year data.

Department of Public Works
Financial Information 2002/2003

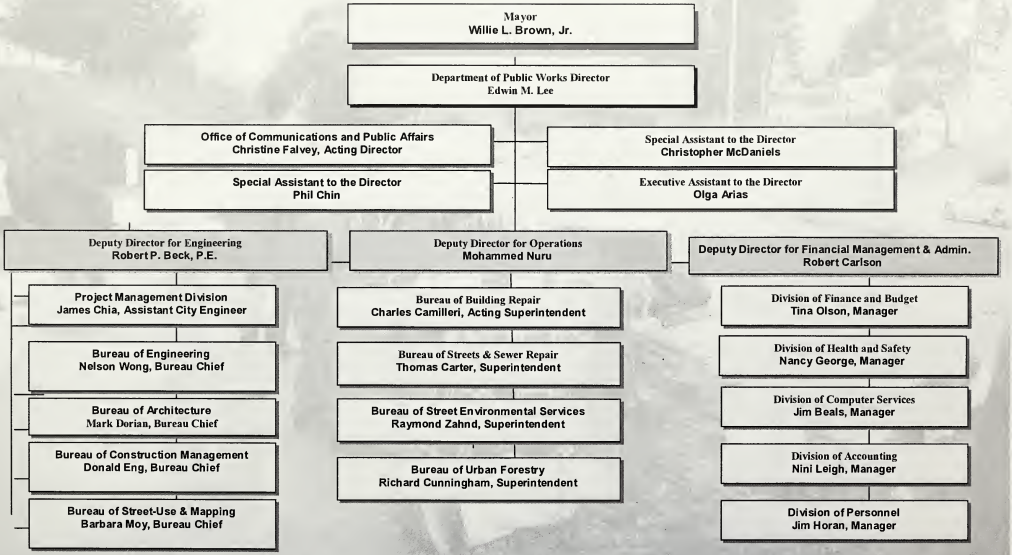
SOURCES OF FUNDS



USE OF FUNDS BY BUREAU



DEPARTMENT OF PUBLIC WORKS
Organization Chart



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DEPARTMENT OF PUBLIC WORKS

ANNUAL REPORT 2003–2005

MAYOR, **GAVIN NEWSOM**

DEPARTMENT OF PUBLIC WORKS DIRECTOR, **EDWIN M. LEE**

Improving the Quality of Life in San Francisco

WE ARE DEDICATED INDIVIDUALS COMMITTED TO TEAMWORK, CUSTOMER SERVICE AND CONTINUOUS IMPROVEMENT IN PARTNERSHIP WITH THE COMMUNITY.

(415) 28–CLEAN www.sfdpw.org

Central Freeway Replacement Project – Octavia Boulevard

Juvenile Hall Replacement Project

Saint Mary's Square Renovation

San Francisco Department of Public Works

2003-2005 Annual Report

When you drive down a city street, take a stroll on the sidewalk, or enjoy the shade of a city-owned street tree, you are benefiting from the many services provided to you by the San Francisco Department of Public Works.

DOCUMENTS DEP

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Mayor
Gavin Newsom

Department of Public Works Director
Edwin M. Lee

Mission Statement

"Improving the Quality of Life in San Francisco"

We are dedicated individuals committed to teamwork, customer service and continuous improvement in partnership with the community.

www.sfdpw.org/415-28-CLEAN

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A MESSAGE FROM THE DIRECTOR

I am pleased to present the San Francisco Department of Public Works' 2003-2004 & 2004-2005 Annual Reports. DPW provides many services to the public. These include street construction and resurfacing, planting and maintaining city-owned street trees; the designing, constructing and maintenance of city-owned facilities, conducting sidewalk and roadway inspections, constructing curb ramps, providing mechanical street cleaning, removing graffiti from public property, and leading volunteer activities that clean and green our City.

Our workforce of more than 1,500 workers serves more than 800,000 residents and a commuter population of well over two million every day.

We look forward to continuing to work with and serve the residents, merchants and visitors of San Francisco throughout the next year.

If you have questions or comments, please log on to www.sfdpw.org or contact my office at (415) 554-6920. Continued feedback is an important element to the success of DPW and I look forward to hearing from you.

Sincerely,

Edwin M. Lee
Director of Public Works

DPW'S GENERAL GOALS AND OBJECTIVES

The Department of Public Works' central role is to provide for the management, care, maintenance, design and construction of public infrastructure, and the Department's mission is to represent the public's quality concerns and fiduciary interests in these activities.

The Department's infrastructure management skills are applied in two broad areas. In the first realm, the Department is the primary caretaker for the City's streets. DPW cleans and beautifies the City's streets providing street sweeping, landscaping and graffiti abatement services to maintain the beauty and character of all of San Francisco's many communities. DPW continuously monitors and assesses the condition of the City's streets; providing minor repairs where appropriate and maintaining an inventory of street resurfacing and reconstruction needs. DPW initiates and manages capital improvement projects based on those assessments. The Department also inspects and maintains retaining walls, bridges, stairs and other street structures; establishes grades and elevations of roadways; and maintains the official City map. Finally, the Department manages the five-year construction plans of private utilities and other City departments in the public right-of-way; coordinating, permitting, and inspecting all construction activities to minimize the impacts of construction on the community.

In its second area of infrastructure management, DPW provides services to other City departments whose core competencies do not include architectural, engineering, maintenance or custodial skills. Because infrastructure management is the Department's core function, the Department is able to bring a greater level of attention and professionalism to these activities than departments whose core missions lie elsewhere. Furthermore, by centralizing these responsibilities within DPW, the City is able to sustain a professional capacity that would not be possible in a decentralized environment.

Public service is a constant theme in all of the Department's endeavors. The Department works closely with community groups and other stakeholders on all manners of activities from neighborhood cleanups and beautification projects to needs analyses for libraries, parks and other facilities for public use. The Department strives to design facilities and spaces that incorporate community needs and desires in a manner that effectively utilizes the limited public funds that are available, and the Department manages its construction activities and the activities of other public and private agencies to minimize the adverse impacts on the City's residents and businesses.

The Department further serves the public interest by exercising the highest levels of fiduciary accountability in its management of public infrastructure, construction projects and programs. DPW assists policy makers by providing essential expertise in the assessment of public facilities and planning for capital improvement programs, and the Department's contract management and accounting practices ensure that contract goals are met and design and labor budgets are strictly adhered to. The scrutiny of its client departments ensures that the Department rigidly adheres to budgetary and schedule commitments and pushes the Department to meet or exceed the quality and cost effectiveness of private sector consulting firms.

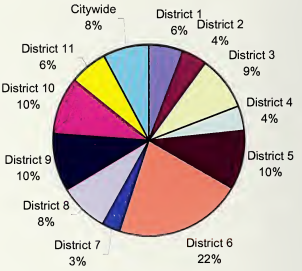
Operations Bureaus

Deputy Director, Mohammed Nuru

Bureau of Street Environmental Services

28-CLEAN CUSTOMER SERVICE LINE

28Clean Calls for Service by Supervisorial District 2004-2005



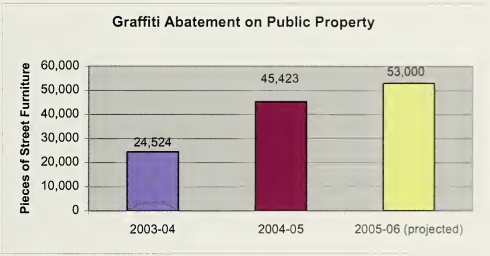
DPW established its 28-CLEAN customer service line in 2001. 28-CLEAN provides the public with an easy to remember telephone number to report trash accumulation, illegal dumping and graffiti. The results: increased and faster customer service. In a typical month, 28-CLEAN processes nearly 8,000 calls from the public. 28-CLEAN also receives a number of non-DPW-related calls for service and the department regularly forwards these service requests to appropriate agencies. DPW is currently coordinating with other city departments to try to close the loop on their 28-CLEAN calls more efficiently to provide better service to the public. DPW strives to educate the public about its 28-CLEAN customer service line through various outreach means, such as public service announcements, street banners, direct mailings and utility bill inserts.

ENFORCEMENT
Litter Citation Walks

In February 2005, Mayor Gavin Newsom launched a citywide Anti-Litter Campaign, which includes a new approach to enforcement using city staff volunteers to provide enforcement duties. The program utilizes a team of 395 city employees who are already authorized, through the City's Administrative Code, to issue citations, which include codes for littering, time, placement and security of garbage for collection; containerization of garbage; sidewalk litter receptacle use; and sidewalk nuisance laws. The goal of the program is to educate, warn and cite residents and business owners for violation of clean city laws and to engage and cite people who litter on city streets. In cases where it is determined that education alone does not result in changing people's behavior, a citation may be issued. The program was launched at a citywide training on February 24, 2005 and was attended by 216 city employees (137 of whom are already authorized to issue citations). Forty-two classifications are currently authorized.

Representatives from DPW, the City Attorney's Office, the District Attorney's Office and the Police Department were represented on the training panel. Those who attended were trained on how to engage people, how to identify violations and how to correctly complete the citation forms. The first Citation Walk took place on March 16, 2005 covering 35 blocks in San Francisco's most challenging neighborhoods: the Tenderloin, Downtown and South of Market areas. Employees, who were dispatched in groups of three, issued twenty-four citations that day for a total of $2,420. Subsequent walks occurred in Glen Park, Bayview, and Haight Street, Chinatown. A total of 71 citations and 38 official warnings have been issued in the amount of $10,185 for the six Citation Walks conducted, to date. In addition, an estimated 247 individual contacts have been made by the Citation Walk Teams who are also instructed to engage people on the streets and inform them of litter laws. 346 courtesy notices through visits to businesses, residential hotels, community-based organizations and churches in the areas the program has visited have also been made. City employees continue to participate in the 41 scheduled Citation Walks for 2005. The selected areas for Citation Walks are concentrated in merchant corridors and areas where 28-CLEAN data inform the department that there are problems with adherence to city litter codes.

GRAFFITI REMOVAL



Graffiti is a highly visible form of vandalism that affects our quality of life. It results in costly clean ups, lowered property values and visual blight. In August 2004, the City's Graffiti Ordinance was amended requiring private property owners to abate their graffiti within 30 days. This signified a shift in DPW's program, which previously had provided paint to owners and would abate graffiti on private property once per year. This is the first time that DPW has had a legal foundation to compel property owners to abate graffiti. DPW now abates graffiti on public property only and is creating a program to provide notices to property owners. According to the ordinance, DPW is responsible for notifying property owners through certified mail with photographic evidence of graffiti on their property. Graffiti is unsightly and if left untreated can depreciate the value of neighborhoods in addition to bringing more vandals into the area. By removing graffiti immediately, residents can prevent their neighborhood from becoming a graffiti "hot spot" and DPW is educating the public about the benefits of vigilance and quick abatement. DPW's 28-CLEAN Customer Service phone line logged 4,299 calls about graffiti in calendar year 2003 and that number increased to 7,088 in 2004.

Graffiti Advisory Board

In 2003, DPW facilitated the establishment of the 23-member Graffiti Advisory Board to advise the Mayor and the Board of Supervisors about pending anti-graffiti legislation, graffiti

enforcement, cleanup and prevention strategies and is beginning a grassroots Anti-Graffiti volunteer program. The Graffiti Advisory Board meets monthly and has submitted two detailed reports with recommendations on graffiti prevention, abatement and enforcement efforts to the Mayor and the Board of Supervisors.

MECHANICAL STREET CLEANING

Mechanical Street Sweeping is the backbone of DPW's street cleaning program. Currently, more than 90 percent of all City streets are swept mechanically at least once a week, with several being swept seven times a week. DPW cleans more than 150,000 curb miles and removes about 8,500 tons of litter and debris from San Francisco's streets annually. DPW began developing standards for its mechanical street cleaning program in accordance with the voter-mandated Proposition C in 2004. In May 2005, DPW and the City Controller's Office published the Street Maintenance Standards Manual and Evaluation Form and began evaluating the effectiveness of its mechanical street cleaning program using a three-point scale. In addition, DPW now posts street cleaning and maintenance schedules on its website, www.sfdpw.org.

PLAZA BEAUTIFIATION AND MAINTENANCE

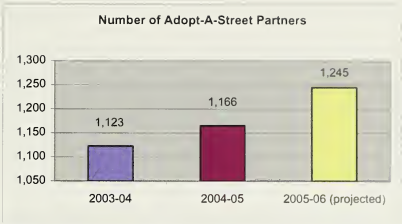
DPW has been increasing its maintenance of public plazas through creative strategies. In December 2004, DPW co-hosted a design charette to re-envision and improve Hallidie Plaza, a central transit hub in San Francisco adjacent to Market Street. The three-day event created an open forum for the public, local merchants and representatives, together with a small group of architects and designers, to explore the widest range of possibilities for transforming the area into a successful downtown plaza and open space. All ideas were considered with a maintenance and user framework to ensure long-term success.

United Nations Plaza Upgrades

DPW's Engineering and Operations groups also provided capital improvements to United Nations Plaza, which is one of the City's most used and well-known plazas located at 7th and Market streets. Between January and May 2005, DPW installed globe light fixtures, pedestrian lights, replaced bollards and chain around the plaza's fountain, provided ADA improvements to the path of travel along Leavenworth Street, hung 191 member nation flags, inscribed new member nation names on light pylons, and installed a new stone monument commemorating UN World Environment Day 2005 and the 60th Anniversary of the signing of the UN charter. DPW unveiled the Commemorative Plaque, a 7-foot diameter granite plaque, during the City's World Environment Day activities in June 2005. DPW is responsible for the upkeep of Hallidie Plaza, United Nations Plaza and Justin Herman Plaza. These plazas are swept, groomed and steam cleaned daily and nightly to ensure that they are always welcoming to visitors.

VOLUNTEER PROGRAMS

ADOPT-A-STREET & STREET PARKS



The Adopt-A-Street and Street Parks Programs are public/private partnerships between the City and its merchants and residents to keep our streets, rights-of-way and public open spaces clean and beautiful. The programs are simple: groups or individuals agree to adopt a street or a right-of-way and take responsibility for keeping it clean (of litter, graffiti, weeds and illegal dumping), and DPW provides free cleaning supplies, support for neighborhood clean ups and coordinates public recognition. The Street Parks program is a gardening version of Adopt-A-Street. It supports neighborhood groups that want to adopt a right-of-way and develop and maintain a public open space garden. In the Street Parks program, DPW also provides free horticultural advice and wood chips, when available.

COMMUNITY CLEAN TEAM

The Community Clean Team is a highly successful neighborhood beautification volunteer program. In 2004, 4,700 volunteers joined the team and picked up 40 tons of debris. In addition, volunteers and city crews swept and cleaned more than 200 blocks of sidewalk, curbs and alleyways; and have manually cleaned nearly 200 tree basins. The program dedicates an entire month to a supervisorial district with DPW and other city departments performing various street cleaning and neighborhood beautification work. At the same time, volunteers from throughout the district clean and revive their neighborhoods according to the needs and character of each district. As part of the program, a Saturday is dedicated to beautifying various parks throughout the district, as well as dedicating a Saturday when hundreds of students volunteer at their campus. Several city departments have signed on as official partners of the Clean Team, including the Recreation and Park Department, the Department of Parking and Traffic, the Sheriff's office, MUNI, the Mayor's office, the Police Department, and the Department of the Environment to name a few. Norcal Waste Systems, Inc. has partnered with the Community Clean Team to launch the Gigantic 3 Program, which offers residents bulky item drop off during their district's Clean Team month. In 2004 and 2005, 370 tons of debris was collected at the events, with 50 percent being diverted from the landfill and recycled or composted. DPW's non-profit partner, the Clean City

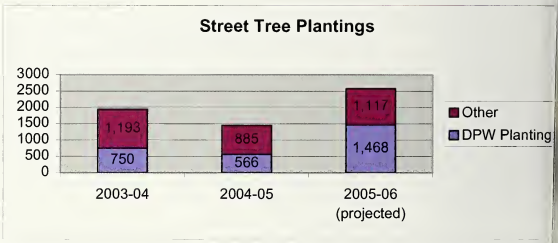
Coalition, has helped maintain the Community Clean Team since its inception by providing outreach and education to district residents, businesses, and community based organizations.

GRAFFITI WATCH

DPW's Graffiti Watch Program is a citywide volunteer effort to prevent and remove graffiti from public property, including sidewalks, street furniture, post boxes, street signs, litter receptacles and every other surface taggers deface. Launched in February 2005, the program's goal is to keep San Francisco's landscape graffiti-free through vigilant community involvement. DPW, working with the citywide Graffiti Advisory Board, the Police Department and community leaders, empowers residents to take ownership of their neighborhoods. DPW supplies the training and tools and volunteers commit to keep an area around where they live or work graffiti free for a period of two years.

Bureau of Urban Forestry

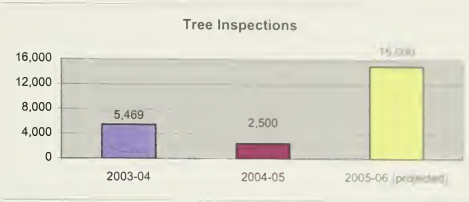
PLANTING AND MAINTAINING CITY-OWNED TREES



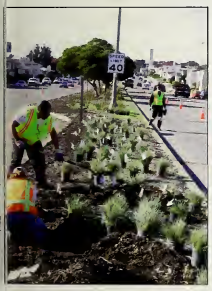
In order to better enhance and maintain the City's Urban Forest, DPW created the Bureau of Urban Forestry in 2002 to specifically address the city's needs for coordinated maintenance of street trees and landscaped medians. DPW shifted the city's management of medians and trees from a reactive mode to a coordinated, programmatic maintenance and improvement program. This represents a historical shift in the maintenance of green spaces and trees for San Francisco.

Currently, DPW maintains about 30,000 street trees while private property owners and other agencies maintain about 60,000 street trees. DPW arborists respond to emergency calls involving public safety for both public and private street trees twenty-four hours a day, seven days a week. In addition to regularly scheduled maintenance duties, arborists pruned 7,643 street trees in 2003-04 and 2004-05 and processed 1,942 tree planting and removal permits over that same time period.

The emphasis of the planting program has recently shifted from simply planting new trees to providing sufficient care to ensure their successful establishment and long term survival. A significant increase in tree planting will occur in Fiscal Year 2005/2006 due to increased funding through Mayor Newsom's Greening Initiative and through funding available through a legal settlement in the City's Bayview and Hunter's Point area. In March 2005, DPW led efforts for San Francisco's first large scale Arbor Day activities where hundreds of trees were planted in District 10. A spike in tree inspections projected for 2005-06 is the result of an arborist being dedicated to this activity.



MEDIAN BEAUTIFICATION AND MAINTENANCE



Sloat Boulevard Planting

DPW began beautification projects on several medians in the City in 2003 - 2005. The goal of these projects is to give the street a unified, cohesive feel, and to provide a reprieve from traffic and concrete. The outcome is a fresh, unified appearance on many of our medians.

Van Ness Avenue

In 2004, DPW began to beautify the median strip on Van Ness Avenue from Bay to Market by transforming it from a large overgrown and concrete median to a lush landscaped thoroughfare. The color scheme is red (ivy geraniums), white (African Iris) and blue (California Lilac). Existing red flowering gum trees remain and cork oak trees replaced older trees that were removed. Stamped concrete border strips and grouted cobblestones have been installed next to the median curb and large bushes and a chain link fence have been replaced by a decorative wrought iron fence.

Lombard Street

Lombard Street, from Van Ness to Webster, has been improved with the installation of irrigation lines and clocks, backfilling of soil, and the planting of shrubs and vines. The hedge is Japanese boxwood, which is maintained with regular cutting to create a consistent and formal shape. The vine on the light poles is English ivy, which is fast growing, self-climbing and will mask the concrete poles. The department plans to landscape an additional six blocks in late 2005.

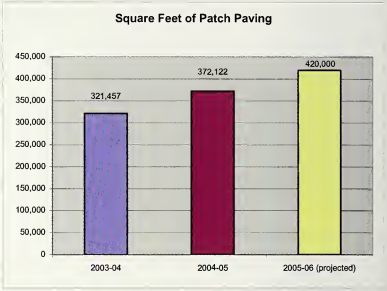
Sloat Boulevard

DPW partnered with Caltrans to improve Sloat Boulevard from Junipero Serra to 21st Avenue. More than 1700 drought-tolerant, low-maintenance plant species were planted. Plant selection is whimsical and rich in color and include Blue Oat Grass, Red Kangaroo Paw, cream-colored

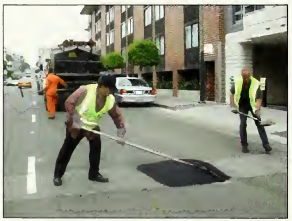
and small burgundy Flax, and Society Garlic. Concrete has been imprinted around the median perimeter and at varying intervals to allow the median to be easily maintained. Boulders on bermed earthen mounds serve as accent points and complement the existing trees.

Bureau of Street and Sewer Repair

POTHOLE REPAIR & PATCH PAVING



Potholes in our streets are a hazard to the public and impede the efficient commerce necessary for the City's economic health. DPW finds these holes and repairs them quickly to minimize the danger they can cause. DPW's Asphalt Plant provides materials to make these repairs. DPW informs the public on how to report the location of potholes and tracks its progress in getting the defects repaired. DPW keeps the streets of the City safe for the motoring public, bicyclists, pedestrians and commercial vehicles. The department sometimes patch paves, which covers a larger area when multiple potholes are present.



DPW crews find more than 95% of the potholes that are repaired. DPW has initiated a system to survey the City by supervisorial district and through the use of computer driven listings, the department has inspected and repaired every block in the City. This effort has resulted in a major drop in customer calls for service.

SEWER REPAIR

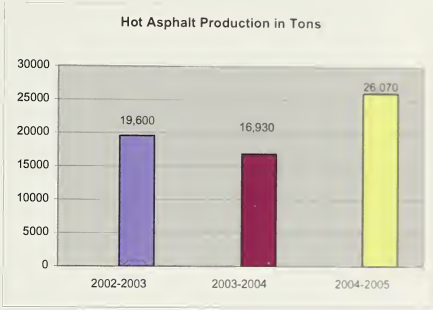
The City's sewer system is composed of several treatment plants, large box storage structures and an immense system of main and side sewer collection pipes located under City streets. Broken sewer pipes cause street cave-ins, which are a hazard to the public and to property. DPW performs street and sewer repairs at the direction of the Public Utilities Commission. DPW keeps the sewers of the City repaired so that sewage backups, street collapses and basement flooding is minimized. DPW is able to effectively respond and provide service to the City 24 hours a day, 7 days a week.

TRENCH PAVING

A variety of agencies and contractors excavate trenches in City streets in order to install, repair and maintain utilities. To reduce the inconvenience and danger to the public that such open trenches create, DPW paves back trenches to conform to a seamless and smooth street. Utilizing the DPW Municipal Asphalt Plant, the department is able to respond to requests for paving rapidly, reducing the time open trenches are unpaved.

ASPHALT PLANT

The Municipal Asphalt Plant produces hot asphalt for DPW crews to pave City streets. In 2004, DPW installed two hot asphalt storage silos that allow the plant to operate continuously to produce all of the asphalt required for a day's paving operations in addition to storing excess asphalt material for emergencies. The silos allow for more cost-effective and energy efficient asphalt production, allow the plant to serve larger projects than was previously possible, and extend the life of other plant equipment by limiting the start-stop cycling of the plant. In addition, material is produced and stored in the silos for use on night and weekend paving projects without activating the entire asphalt plant.



BUREAU OF BUILDING REPAIR

The Bureau of Building Repair (BBR) provides quality professional construction, repair, remodeling and facility management services to City-owned facilities. These services are provided at or below private contractor prices. BBR also provides building operations, maintenance, and custodial services for DPW buildings and other City departments. BBR provides emergency repair services 24 hours a day. This service is especially valuable for the Police and Fire departments as well as other 24-hour operations. By working on time and within budget, San Francisco residents enjoy accessible, safe and clean public facilities that meet federal, state, and city code.

ARCHITECTURE AND ENGINEERING BUREAUS

Deputy Director, Robert Beck

ARCHITECTURE

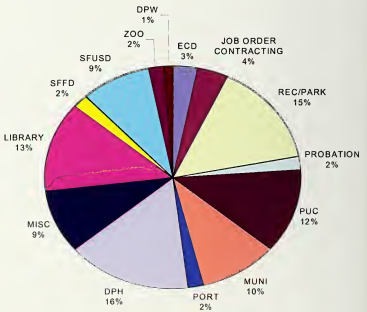
The Bureau of Architecture (BOA) has provided quality public architecture since 1907. The bureau performs comprehensive planning, facility management and architectural services for new buildings and modernizes and renovates existing public buildings in San Francisco. BOA partners with the Department of the Environment and other City departments in implementing the Resource Efficient City Building Ordinance and plays a key role in moving the City toward a more sustainable business model.

The bureau's continuous improvement goals are emphasized through focused training of bureau staff in the areas of Sustainable Design and Construction, Project Management, Drafting, Design, and 3D presentations, Emergency Preparedness and other professional skills. In 2005, ongoing training will result in more cost effective and efficient project delivery.

HIGHLIGHTS OF ARCHITECTURAL PROJECTS

Minnie and Lovie Ward Recreation Center
This is a 17,000 square foot replacement facility for the Oceanview Recreation Center, one of the City's larger facilities. This $10 million project includes a new community building and gymnasium and is anticipated to go to bid in the summer of 2005.

BOA Programs By Client
FY 2003-2004 and 2004-2005



Excelsior Branch Library Renovation: The Excelsior Branch Library reopened on July 8, 2005 following seismic retrofit and other improvements. Design, project management and construction management were all provided by DPW.

The newly refurbished 8,300 square foot branch includes a number of modern and updated features, including solar panels on the roof to improve energy efficiency and light; a special designated teen area as well as children's space; new furniture, shelving and materials display; new computers with access to Library online resources and the Internet. Library users enjoy clear signage, an after hours book return, and comfortable seating. The program room is adjacent to a garden patio. Additional green features include natural ventilation and added insulation throughout the building. The Excelsior Branch was completed on schedule and on budget and is the first of 19 branch library renovations funded through the Branch Library Improvement Program (BLIP), approved by San Francisco voters in 2000. The program also includes construction of five new libraries in Glen Park, Ingleside, Mission Bay, Portola, and Visitacion Valley.

Eureka Valley Recreation Center Renovation
This $3.5 million project will modernize and expand an aged community facility. Construction will be complete in late 2005.

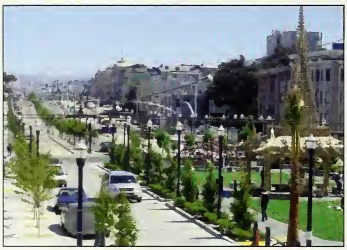
Visitacion Valley Clubhouse
This new community recreation center was built for the Recreation and Park Department at a cost of approximately $1.5 million. The project received an award from S.F. Beautiful in 2004.

Harding Park Clubhouse
This $5.5 million project is the only PGA-approved golf clubhouse designed by municipal architectural staff and won a Distinguished Project Award from the Northern California Chapter of the American Public Works Association.

Bureau of Engineering

DPW's Bureau of Engineering provides planning, design, and consulting services to City departments and assists in the management of City streets, infrastructure and various City structures and recreational facilities. The Bureau is responsible for assuring that projects are completed on schedule, adhere to applicable codes and standards, and are within budget. The Bureau applies engineering analysis to help optimize use of capital and maintenance funding. Successful engineering projects enhance, improve and respect our community's standard of living and quality of life.

Highlights of Engineering Projects for 2003-2005



Octavia Boulevard: DPW designed and constructed the new Octavia Boulevard as part of the overall Central Freeway Replacement Project. The project started in March 2003 with the demolition of the existing Central Freeway structure by Caltrans. The new boulevard will carry traffic that once traveled on the elevated double-decked freeway structure. The new boulevard and the freeway on/off ramp, which will touch down on Market Street and leads cars to and from the new boulevard, will reopen in September 2005.

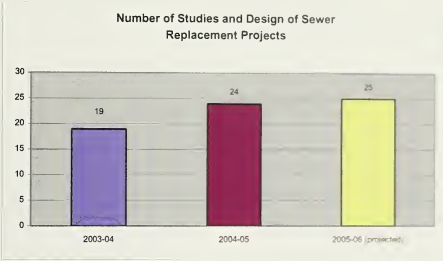
The $24.3 million boulevard project includes the design and construction of the new Hayes Green, a park at the end of the boulevard that is now enjoyed by residents and visitors.

Rochambeau Playground: DPW provided architectural, engineering and construction management service for this parks project. This playground, located in the Richmond District, contains a clubhouse, children's play structure, tennis court, and multi-use courts with minor landscape elements. Thanks to the input of community leaders and neighbors, the project included a renovation of the entire site - the clubhouse, courts, play areas and landscaping. The project officially began in May of 2003 and Friends of Rochambeau helped to open the park to the community on April 24, 2004.

HYDRAULIC SECTION

DPW's Hydraulic Section provides planning, design, and consulting services to the San Francisco Public Utilities Commission (SFPUC) and other Departments These services include:

- Replacing sewers through R&R /5 year Capital Improvement Program.
- Responding to sewer emergencies.
- Providing sewer information to the public, SFPUC, DPW and utility agencies.
- Developing and maintaining a Sewer Geographic Information System (GIS).
- Providing sewer and drainage design services to other Departments.



DPW coordinates sewer replacement work with street repaving and other reconstruction work. This provides efficient use of construction funds and minimizes the amount of disruption to businesses and neighborhoods where construction occurs. DPW implements the Sewer Geographic Information System, providing sewer information to designers, utilities and the public more rapidly. This results in lower design costs and more accurate information. The program makes San Francisco's infrastructure more stable by replacing sewers, responding to sewer emergencies, and providing sewer information so that policy makers can make informed decisions about replacing San Francisco's infrastructure.

Highlights of Hydraulic Section Projects

2003/2004: During this fiscal year, the Hydraulic Section completed design on 19 projects and provided engineering support during construction. In addition, 38 studies were completed during this period.

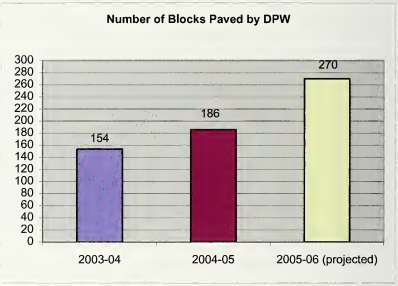
- Octavia Boulevard Improvement Project (Sewer and Drainage Design)
- McAllister Street Emergency Sewer Replacement Project
- Bush/Kearny/Pine Streets Pavement Renovation and Sewer Replacement Project
- Russia Avenue Sewer Replacement

- Lucern Street Pump Station

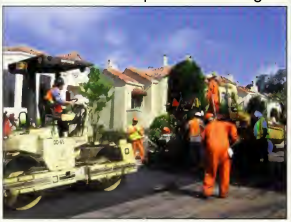
2004/2005: During this fiscal year, the Hydraulic Section completed design on 24 projects and provided engineering support during construction. In addition, 49 studies were completed during this year.

- Golden Gate Park Music Concourse – Drainage Design
- Teresita Boulevard North Sewer System Improvement
- North Point Wet Weather Facility Improvement Project
- Chinatown Alleyway Improvement Phase III and Sewer Rehabilitation
- Vicente Street Sewer System Improvement, Phase I
- Monterey/Baden/Circular Avenue Sewer Improvement
- Mission/Foote Streets Sewer Improvement

STREET RESURFACING PROGRAM



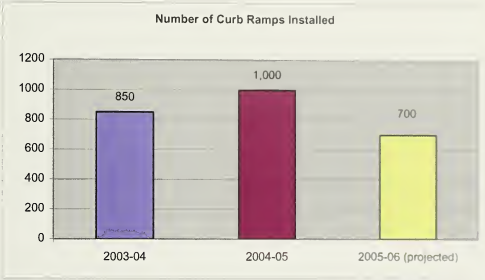
DPW maintains 11,528 blocks of city streets. Streets are prioritized for resurfacing based on street type, amount of traffic, and the cost of work. From this study, a list of streets to be paved is sent to utility companies for coordination of services. If utility work is necessary, the paving is coordinated with this work to minimize the impact to the neighborhood and to the driving public. Once all utilities have completed their work, DPW paves the street and a five-year excavation moratorium is placed on the street.



DPW follows the excavation code, which allows for improved street maintenance coordination; keeps the public informed of new street construction projects; and minimizes the impact that these kinds of projects have in the neighborhoods where they occur. In extremely high-density areas, DPW sometimes works nights and weekends to minimize disruption to residents and businesses.

Timely street paving improves the rideability of City streets for motorists and bicyclists while increasing the life of the pavement. This program also preserves the tax payers investment in City streets.

DISABILITY ACCESS



DPW maintains approximately 7,000 intersections in San Francisco. Some are not accessible for people with disabilities and some are partially or fully accessible. All public and private paving projects are required to provide curb ramps. DPW ensures that the entire intersection is evaluated to provide curb ramps that comply with the code and are properly located. Curb ramps are essential for pedestrian travel on City sidewalks for many members of the disabled and elderly communities. In addition, all San Franciscans enjoy greater pedestrian access to City sidewalks through increased curb ramps.

LANDSCAPE ARCHITECTURE

This section provides landscape architectural design and consultation services to agencies and departments responsible for the development, maintenance, and renovation of the City's right-of-ways, parks, squares, open spaces and ancillary landscape areas. The work of the section improves the quality of life for City residents by providing new and renovated parks with safe and accessible play areas, and beautifully landscaped urban spaces and streetscapes throughout San Francisco.

Highlights of Landscape Architectural Projects
2003/04 & 2004/05

Parque Ninos Unidos

This new neighborhood park in the inner Mission District was completed in 2003. The former vacant lot, an eyesore and site of illegal dumping, has been transformed into a neighborhood amenity complete with an attractive clubhouse. two outdoor patios, separate play areas for pre-school and school-age children

with state-of-the-art play structures, a multi-purpose lawn area, a vine-shaded pavilion, and a community garden. This 23,000 square foot facility is now a popular destination for kids and families alike. This project was honored with a Beautification Award from San Francisco Beautiful.

KidPower Park

After identifying the need for additional recreational facilities in their community, local youth, through a series of appearances before the city's Recreation and Park Commission, successfully advocated for the acquisition of new parkland. Flanking an entry courtyard featuring a cast-iron fountain and palm trees, the park contains two separate playgrounds for pre-school and school age children. Directly behind the courtyard is a small community garden. Design elements reflect the Mission District's predominantly Central and South American cultural influences. The primary colors are vibrant reds and greens, and plants of tropical origin create a lush landscape setting. The metal fencing and arbors defining the park's perimeter and interior spaces were enhanced with metal artwork depicting corn, tropical flowers, and other traditional symbolic imagery.

To honor and recognize the spirited effort that had driven this project from the beginning, the City of San Francisco's Recreation and Park Commission approved naming this small vest pocket park on Hoff Street "KidPower Park". The park opened with much youthful celebration on September 18, 2004. This project was chosen for a Distinguished Project Award by the American Public Works Association and a Beautification Award from San Francisco Beautiful.

Bureau of Construction Management

ARCHITECTURAL CONSTRUCTION SERVICES

All building construction, big or small, belongs to the Bureau of Construction Management's Architectural Construction Services Section. The Section's engineers and inspectors manage construction contracts for many City departments. Project types range from parking garages to libraries to fire stations. The engineers handle new buildings as well as small renovations. Keeping projects on schedule, within budget, and ensuring that a quality building is built are all part of the Section's commitment to service excellence. The Architectural Construction Services Section ensures that public buildings are built according to latest construction codes, safely, on time and within budget. By doing so, the engineers ensure that the public's tax dollars generated from bond programs are used efficiently.

SEWER REPLACEMENT PROJECTS

The Bureau of Construction Management's General Construction Services Division construction management of various construction projects for the San

Francisco Public Utilities Commission's Sewer R&R and CIP Program for compliance with contract plans and specifications. Besides ensuring the quality of the construction performed by private contractors, a staff of 20, including 9 engineers is responsible for keeping projects on schedule and within budget. During this past year, the Bureau's General Construction Services Division managed the replacement of 27 blocks of sewer mains. The construction value for this year's sewer replacement projects totaled $4.9 million.

Bureau of Street Use and Mapping

STREET CONSTRUCTION COORDINATION CENTER

The Street Construction Coordination Center (SCCC) was created in 1999 to minimize the disruptive impact of street construction on neighborhoods and the traveling public. The SCCC has improved construction coordination, informed the public of upcoming construction, and reduced uneven pavement on City streets.

In Fiscal Year 2003-04, the Electronic Permit and Information Center (EPIC) system was fully embraced by municipal and utility excavators. This paperless system has improved the Bureau's ability to review and issue permits within a shortened timeframe. The time spent on public inquiries related to information on approved permits continues to be reduced through the increased use of the Department's web page link to the permit database. In Fiscal Year 2003-04, 6,367 permits were issued, representing 5.4 million square feet of construction.

Fiscal Year 2004-05 showed increased street excavation coordination planning by nearly doubling (10 to 18 agencies) the number of utility agencies participating in the 5-year Plan. The increased cooperation of the various agencies is clearly demonstrated by nearly 50% of excavation projects having more than one agency performing work. The cooperation reduces the number of cuts into the street and minimized traffic disruptions. In Fiscal year 2004-05, 4,326 permits were issued representing 7.4 million square feet of construction.

AUTOMATIC PUBLIC TOILETS AND PUBLIC SERVICE KIOSKS

The Automatic Public Toilet program was developed because of a growing civic concern about the lack of sufficient public toilet facilities in the City. The toilets cost a quarter to operate, are designed to clean themselves automatically after each use, and are fully accessible to people with disabilities. Free tokens distributed by various non-profit organizations are given to those that could not afford the 25-cent entry fee. This is a no cost program for the city. In exchange for the toilets, the city allows the contractor to install public service/advertising kiosks on City sidewalks. Advertising revenue generated by the kiosks pays for the installation and maintenance of the toilets. There are currently 25 Automatic Public Toilets in operation, in addition to one in the planning or construction

phase. Since the installation of the automatic public toilets in 1995, DPW has recorded more than 4.1 million flushes.

During Fiscal Year 2003-04 DPW approved the installation of six Public Service Kiosks completing the contractual obligations related to the operation of 25 Automatic Public Toilets. A toilet location for the Haight Ashbury neighborhood continued to be vetted to the community.

During Fiscal Year 2004-05 the City the number of Toilets installed did not increase and the Department focused on improved operational reliability through inspections and the review of training programs conducted by the contractor for its maintenance staff.

NEWS RACK PROGRAM

Sidewalk clutter caused by free standing news racks is a problem, which can be an eyesore and make it difficult for residents, visitors, and people with disabilities to traverse our sidewalks and enjoy our City. DPW is responsible for administering the City's News Rack Ordinance, which aims to reduce the amount of sidewalk clutter associated with freestanding news racks, by requiring Fixed Pedestal News Racks in many parts of the City, instead of the individual free standing racks.

In Fiscal Year 2003-04, the proposed placement of the pedestal units were postponed as the City and city newspaper publishers developed an agreement to settle the dispute regarding the Fixed Pedestal Newsrack Contract. The Contract commenced in Fiscal Year 2004-05 with the installation of fixed pedestals in the Market Street and Financial District Pedmount Zones.

Fixed pedestal installation information

Pedestal Zone	FY Installation Information	Number of new Pedestal Units	Number of Freestanding racks removed	Funds generated
Market St. Phase 1	FY 04/05	107	900	$25,000
Financial District Phase 1	FY 04/05	18	110	$3,240

STREET-USE PERMITTING PROGRAM

DPW's Street-Use Permitting Section ensures that city sidewalks and streets are safe and accessible. Obstructions on the sidewalk, such as planters, tables and chairs, or building construction material, can impede travel. DPW is responsible for permitting uses of the public right-of-way for sidewalks and roadways to ensure that objects on the sidewalks are permitted under City ordinances. The

Bureau issued 8,199 permits Fiscal Year 2003-04 and issued 10,284 permits in 2004-05.

Items that might be found on city streets include:

- Café Tables and Chairs
- Display Merchandise
- General Excavation
- Underground Tank Removals or Abandonment
- Public Pay Telephones
- Banners
- Signs
- Major and Minor Encroachments
- Special Sidewalk Surfaces
- Sidewalk Improvements (new sidewalks and driveways)
- Over-wide Driveways
- Street Space
- Temporary Occupancy
- Mobile Storage Containers
- Debris Boxes
- Flower Markets

SUBDIVISIONS AND MAPPING

The Subdivisions and Mapping Division is responsible for official City map data. The Bureau reviews and processes applications for new subdivision maps, condominium conversions, lot line adjustments, certificates of compliance, records of surveys, street name changes, street vacations, and street grade changes. Each of the changes to the official City map must be recorded with the City Recorder's Office after review and approval by DPW and must be in compliance with the San Francisco Subdivision Code and the California Subdivision Map Act. DPW coordinates with the City Planning and Building Inspection to assure that conditions on the development of any parcel of land within the City are complied with prior to being officially recorded.

DPW is essentially the City's official custodian of official data related to every piece of land within San Francisco. The department is legally charged with assuring compliance with the California Subdivision Map Act and the San Francisco Subdivision Code. Our customers are property owners, developers, engineers, land surveyors and the general public who have an interest in new subdivisions, street vacations, street renaming and official datum. It is our responsibility to maintain the integrity of the official City map. In Fiscal Year 2003-04, the Subdivision and Mapping Division received 452 map applications and recorded 395 maps. In Fiscal Year 2004-05, the division received 543 maps and recorded 311.

UTILITY UNDERGROUNDING PROGRAM

DPW's Undergrounding Program moves overhead utility wires into underground conduits under streets and sidewalks throughout the City greatly improving aesthetics and lighting on City streets. Each underground district is created by an ordinance, which mandates that utility companies, such as PG&E, Pacific Bell, cable TV, and other telecommunications companies, pay for moving their own facilities. The City is responsible for the provision of streetlights in these underground districts.

In Fiscal Year 2003-04, 3.99 miles of overhead utility wires and poles were removed and the DPW Underground Program installed 45 new streetlights.

In Fiscal Year 2004-05, 3.43 miles of overhead utility wires and poles were removed and 71 new streetlights were installed.

Office of Financial Management and Administration

Deputy Director, Robert Carlson

TRAINING AND DEVELOPMENT

The long-term professional training and development of staff is key to ensuring that the department fulfills one of its core values of providing quality customer service. In addition to annual performance evaluations for each employee, DPW's leadership supports training goals and objectives established by the department's Staff Training and Development Unit. This unit, established in 1996, provides a full service training program available to all employees and other city departments for career enrichment and guidance, customer service training, and skills training. In addition, the DPW Operations Yard has developed an "Operations Resources Center" or "Training Trailer" where workers enjoy access to job training, computer classes, job announcements, instructional videos, career services and more. Formerly, training mostly was provided off-site and was difficult to access by the department's trades and street cleaning crews.

Typical courses include:

- Quality, process improvement and customer service training
- New Employee training with a focus on customer service
- New Supervisor's Academy
- Seven Habits of Highly Effective People Training
- Diversity and sexual harassment/discrimination prevention training
- Computer software training
- Project Management Training (comprehensive training for engineers and architects interested in pursuing a project management career at DPW)
- Project Management Training for existing Project Managers to learn current best practices.
- People Reading: Can They Hear What We're Saying?
- Resolving Conflict
- Team Building
- Project Managers also receive education credits through the department to participate at U.C. Berkeley Extension's Project Management Certification Program

Supervisor Academy

Supervisor Academy is a comprehensive training program designed to provide participants with information on supervisory skills tailored to the needs of Operations staff. Supervisor Academy is a certificate program that is conducted two to three times per year. The program was developed in support of the departmental core value of continuous improvement. The program is intended for those currently in supervisory positions and those interested in applying for supervisory positions. The program focuses primarily on leadership skills and human resources issues. Our leadership modules include communication skills, resolving conflict, delegating and training, coaching and motivating teams. Our human resources issues modules include personnel procedures, writing and delivering performance appraisals, progressive discipline, stress and personal management and recognizing and handling drug and alcohol abuse. The program also contains a finance and budget piece as well as computer skills classes.

7501 Environmental Service Worker Apprenticeship Training Program

DPW has revitalized its 7501 Environmental Service Worker Apprenticeship Training Program to provide opportunities for people with minimal work skills to join DPW's workforce and acquire the skills needed to become general laborers and gardeners in an apprenticeship-training program. The revised program is a unique partnership between DPW and Local 261's apprenticeship training program and it combines hands-on work experience, a tailored state-approved apprenticeship program and supportive skills training. The two-year program is

both comprehensive and rigorous. Trainees are required to acquire a minimum of three thousand work hours and attend six weeks of training locally and at the Union's Training Center located in San Ramon. Those successfully completing the program will be qualified to participate in the city's exams for general laborer and gardener positions and will also be eligible for union positions within the State.

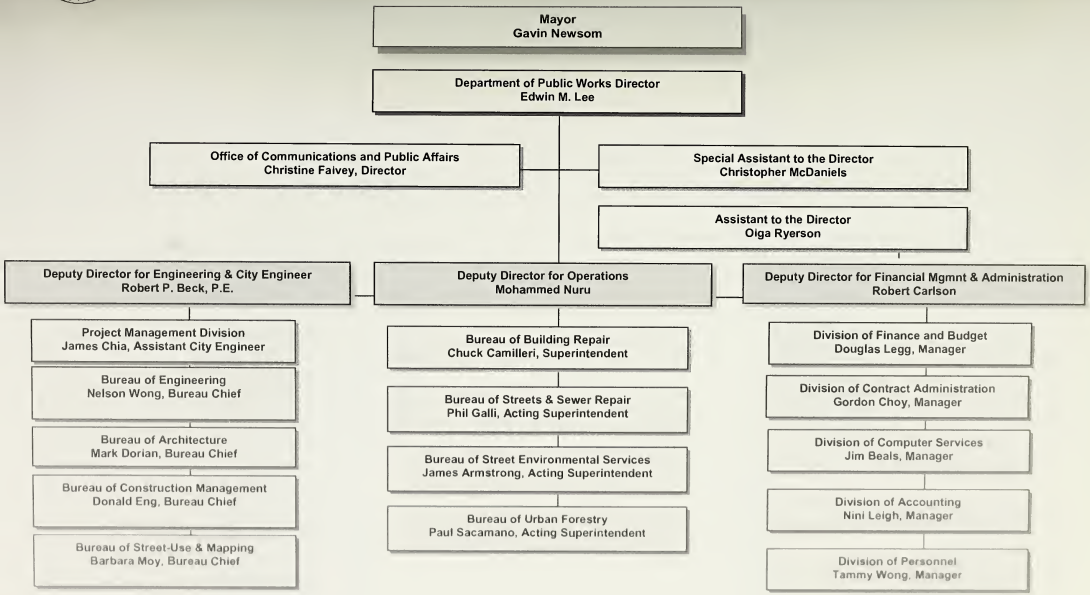
The overall goals of the program are to:

- Support the community by providing full time jobs and skills training with long-term career opportunities
- Build a local skilled workforce for the many future construction projects in San Francisco and the state
- Continue to grow a stronger DPW workforce to provide services to San Francisco

Emergency Preparedness and Response

During 2003/04 & 2004/05 the emergency management program furthered the department's mission to increase its readiness to efficiently and effectively respond to emergency situations. The department:

- Conducted a functional Earthquake Exercise on April 20, 2004, which focused on DPW's Plans and Intel Plan and on the flow of information and the creation of situation status reports using ETeam, the City's emergency management computer program. The exercise resulted in DPW receiving a Homeland Security Grant to integrate our databases so that more effective reports and maps could be produced efficiently.
- Sent "Building Safety Assessment" team leaders to training from the State's Safety Assessment Program (SAP). This training educated DPW workers about how to most effectively work with other departments and outside agencies to build a team of certified SAP evaluators.
- Participated in the Office of Emergency Services (OES) Emergency Operations Plan Task Force that resulted in the EOP part one adoption in January 2005 by the Disaster Council. Next fiscal year the Emergency Management Program goals include updating and aligning Department Response Plans, and participating in trainings and exercises with the National Incident Management System released by the Department of Homeland Security on March 1, 2004 and the National Preparedness Goal released in March 2005.


Mayor
Gavin Newsom
Department of Public Works Director
Edwin M. Lee
Office of Communications and Public Affairs
Christine Falvey, Director
Special Assistant to the Director
Christopher McDaniels
Assistant to the Director
Olga Ryerson
Deputy Director for Engineering & City Engineer
Robert P. Beck, P.E.
Deputy Director for Operations
Mohammed Nuru
Deputy Director for Financial Mgmnt & Administration
Robert Carlson
Project Management Division
James Chia, Assistant City Engineer
Bureau of Engineering
Nelson Wong, Bureau Chief
Bureau of Architecture
Mark Dorian, Bureau Chief
Bureau of Construction Management
Donald Eng, Bureau Chief
Bureau of Street-Use & Mapping
Barbara Moy, Bureau Chief
Bureau of Building Repair
Chuck Camilleri, Superintendent
Bureau of Streets & Sewer Repair
Phil Galli, Acting Superintendent
Bureau of Street Environmental Services
James Armstrong, Acting Superintendent
Bureau of Urban Forestry
Paul Sacamano, Acting Superintendent
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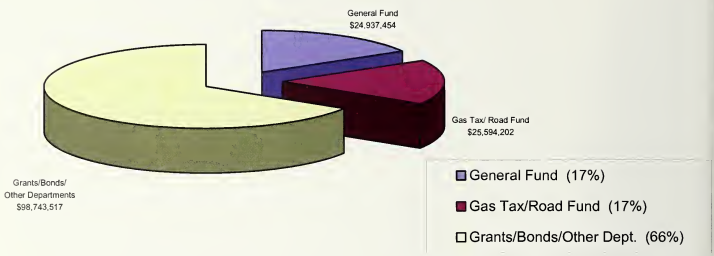
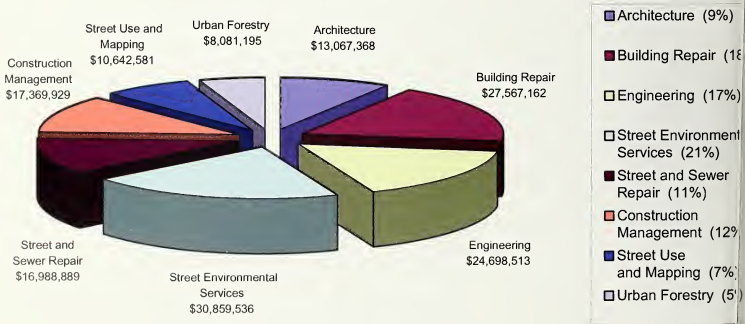
Douglas Legg, Manager
Division of Contract Administration
Gordon Choy, Manager
Division of Computer Services
Jim Beals, Manager
Division of Accounting
Nini Leigh, Manager
Division of Personnel
Tammy Wong, Manager

Fiscal Year 2003-04

SOURCES OF FUNDS

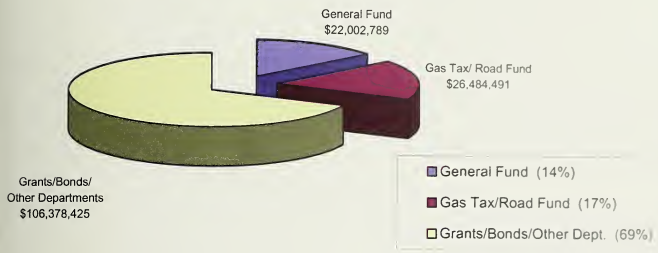


USE OF FUNDS BY BUREAU

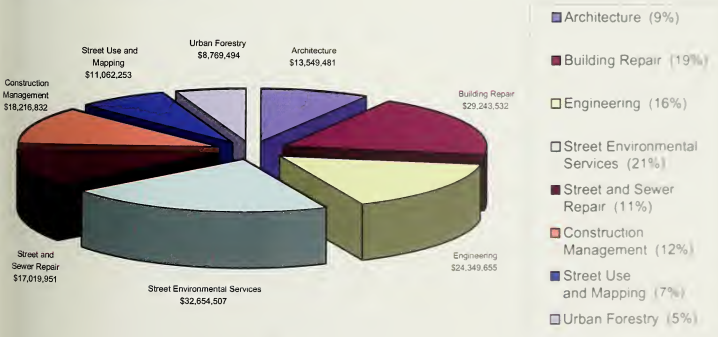


ISCAL YEAR 2004-05

SOURCES OF FUNDS



USE OF FUNDS BY BUREAU



DPW's Pothole Repair Crew

Bureau of Urban Forestry

Graffiti Watch volunteers

Services provided by the Department of Public Works

28-CLEAN Customer Service Line
Adopt-A-Street Program
Automatic Public Toilets
Clean Streets Enforcement
Club DPW
Community Clean Teams
Condominium Conversion
Curb Ramps
Disability Access
Graffiti Removal
Graffiti Watch
Green Patrol
Maintenance of Public Buildings
Median Maintenance
Mechanical Street Cleaning
News Rack Program
Permits
(Trees, Street-Use & Excavation, Sidewalk Encroachment)
Pothole Repair
Sidewalk/Roadway Inspections
Street Construction Coordination
Street Parks
Street Reconstruction
Street Repair
Street Resurfacing
Street Trees (City-owned)
Subdivision and Mapping
Utility Undergrounding Program

Produced by DPW's Office of Communications and Public Affairs

When you drive down a city street, take a stroll on the sidewalk, or enjoy the shade of a city-owned street tree, you are benefiting from the many services provided to you by the San Francisco Department of Public Works.

SAN FRANCISCO DEPARTMENT OF PUBLIC WORKS
1 Dr. Carlton B. Goodlett Place, Room 348
San Francisco, CA 94102
415-554-6920

www.sfdpw.org

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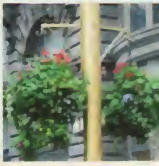
ARTMENT OF PUBLIC WORKS

ANNUAL REPORT 2005 – 2006

Mayor Gavin Newsom

Fred V. Abadi, Ph.D.
Director of Public Works

DOCUMENTS DEPT



Improving the Quality of Life in San Francisco

WE ARE DEDICATED INDIVIDUALS COMMITTED TO TEAMWORK, CUSTOMER SERVICE AND CONTINUOUS IMPROVEMENT IN PARTNERSHIP WITH THE COMMUNITY.

(415) 28–CLEAN | www.sfdpw.org

Juvenile Justice Center

Mission Bay Library

Walter Haas Playground

San Francisco Department of Public Works

2005-2006 Annual Report

Mayor
Gavin Newsom

Department of Public Works Director
Fred V. Abadi, Ph.D.

Mission Statement

"Improving the Quality of Life in San Francisco"

We are dedicated individuals committed to teamwork, customer service and continuous improvement in partnership with the community.

www.sfdpw.org/415-28-CLEAN

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A MESSAGE FROM THE DIRECTOR

This past year at the Department of Public Works has been a challenging and productive one. With a workforce of more than 1,500 employees, the department continues to provide critical city services to more than 800,000 residents and a commuter and visitor population of well over one million every day. DPW's services include street construction and resurfacing, planting and maintaining city-owned street trees; designing, constructing and maintenance of city-owned facilities, conducting sidewalk and roadway inspections, constructing curb ramps, providing mechanical street cleaning, removing graffiti from public property, and leading volunteer activities that clean and green our City.

In fiscal year 2005-2006, DPW successfully completed several award winning capital improvement projects including the Central Freeway Replacement Project (Octavia Boulevard) and the Harding Park Municipal Golf Course Project. DPW has also provided architectural, engineering, and project management services on some of the City's largest projects, including the Palace of Fine Arts, the new California Academy of Sciences, the Laguna Honda Replacement Project, and several parks and playgrounds throughout the City.

To raise the standard of service provided by frontline staff and to develop and sustain our relationship with key community and merchant groups, our department hosted its third Clean and Green City Summit. The event was a success with a sold-out venue and with an energized group of city residents, community leaders, merchants, city government leaders and frontline staff who provided critical feedback that will allow us to create change, raise standards and improve city services.

As a public service organization, we understand that our first priority is providing seamless and quality service to our customers. The only way we accomplish this is through our dedicated and diverse staff. I thank them for their hard work in completing successful projects, building relationships with the community, and for enthusiastically starting new ones. On that note, I proudly present our 2005-2006 Annual Report.

If you have questions, comments, or need additional information about the Department of Public Works, please log on to www.sfdpw.org or contact my office at (415) 554-6920. Continued feedback is an important element to the success of DPW and I look forward to hearing from you.

Sincerely,

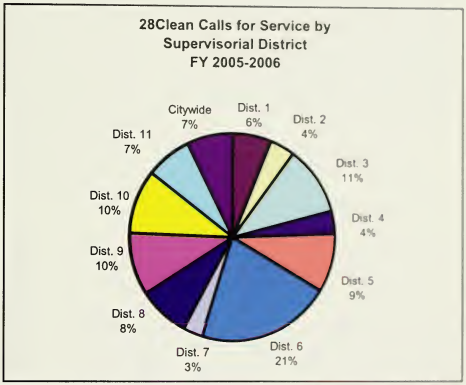
Fred V. Abadi, Ph.D.
Director of Public Works

Operations Bureaus

Deputy Director, Mohammed Nuru

Bureau of Street Environmental Services

28-CLEAN CUSTOMER SERVICE LINE

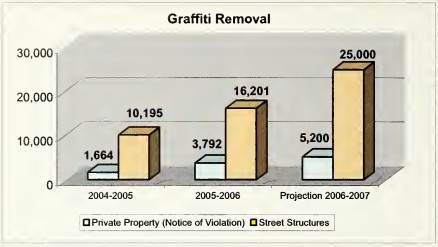


DPW established its 28-CLEAN customer service line in 2001. 28-CLEAN provides the public with an easy to remember telephone number to report trash accumulation, illegal dumping and graffiti. The results: increased and faster customer service. This fiscal year, 28-CLEAN processed nearly 90,000 calls from the public. Twenty-one percent were non-DPW-related calls for service, which department routinely forwards to appropriate agencies. The number of non-DPW calls has increased significantly, in part due to the ease of reporting to 28-CLEAN. Next year the city will implement SF311, a 24-hour, seven day a week Customer Service Center. The Bureau has worked closely with the SF311 team, and DPW will take part in the initial launch in Fiscal Year 2006/2007. 28-CLEAN will continue to operate by dispatching crews when calls for service are received through SF311.

GRAFFITI REMOVAL

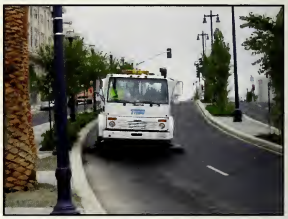
DPW staff painting out graffiti on a public litter receptacle

In 2004, the City's Graffiti Ordinance was amended requiring private property owners to abate graffiti from their property within 30 days of notification by DPW. This signified a shift in DPW's program, which previously had provided paint to owners and abated graffiti on private property once per year. This is the first time DPW has had a legal foundation to compel private property owners to abate graffiti. DPW now is responsible for notifying private property owners through a Notice of Violation of the Graffiti Ordinance via certified mail. DPW's Graffiti unit notified 1,664 private property owners of being in violation of the City's Graffiti Ordinance in 2004/2005. The number of violations increased to



3,792 for 2005-2006. DPW is also working toward implementing Mayor Newsom's directive that all public property graffiti be abated within 48 hours. To that end, DPW crafted maintenance agreements with the Municipal Transportation Agency and the SF Public Utilities Commission to abate graffiti on their properties in the right of way. DPW is developing a rigorous reporting system to document and bill the work appropriately. DPW's Graffiti unit abated 10,195 street structures in fiscal year 2004/2005 and that number increased to 16,201 in 2005/2006.

MECHANICAL STREET CLEANING



Mechanical Street Sweeper on Octavia Boulevard

Mechanical Street Sweeping is the backbone of DPW's street cleaning program. Currently, more than 90 percent of all City streets are swept mechanically at least once a week, with several being swept seven times a week. DPW cleaned more than 150,000 curb miles and removed more than 24,000 tons of debris from San Francisco's streets this fiscal year. DPW developed standards for its mechanical street cleaning program in accordance with the voter-mandated Proposition C in 2004. In May 2005, DPW and the City Controller's Office published the Street Maintenance Standards Manual and Evaluation Form and began evaluating the effectiveness of its mechanical street cleaning program using a three-point scale. It was found that many areas were clean both before and after while other areas were found to be dirty both before and after mechanical sweeping. The Bureau has plans to evaluate the mechanical sweeping program in depth next fiscal year and make the necessary changes to reflect both the changing needs and demographics of the city. In addition, DPW now posts street cleaning and maintenance schedules on its website, www.sfdpw.org.

COMMUNITY ENGAGEMENT

Clean and Green City Summit

DPW hosted its third Clean and Green City Summit on February 15, 2006. The Summit teamed up a coalition of city residents, community leaders, and merchants with city government leaders and frontline staff with the goals of engaging the community and raising the level of service provided by frontline staff. Over 300 representatives from more than 200 public, private and

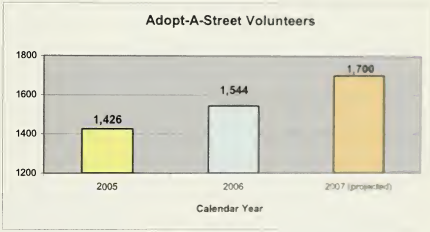
non-profit organizations attended this sold-out event. Summit leaders included Mayor Gavin Newsom, City Administrator Ed Lee; members from the Board of Supervisors, Mohammed Nuru, DPW Deputy Director; Marshall Foster, Director of City Greening; Gia Grant, Director of SF Clean City Coalition; and the summit financial sponsors Pacific Gas and Electric Company and Norcal Waste Systems, Inc.

Mohammed Nuru, DPW Deputy Director, leading the Enforcement workshop

The theme for the Summit was "World Class City / World Class Standards" and participants were asked to attend two of 12 workshops held throughout the day. Topics included: Urban Forestry plans to plant 25,000 new street trees by 2010; Building a Comprehensive Citywide Greening Program; Community Benefit Districts; Schoolyard Gardens; Enforcement; Moving Toward Zero Waste; and Improving our Plazas and Gateways in the City. Recommendations developed by participants have been shared with all relevant city departments to start creating change and raising standards.

VOLUNTEER PROGRAMS

Adopt-A-Street



The Adopt-A-Street Program is a public/private partnership between the City and its merchants and residents to keep our sidewalks clean and beautiful. The program is simple: groups or individuals agree to adopt a block and take responsibility for keeping it clean (of litter, graffiti and illegal dumping), and DPW provides free cleaning supplies, trash pick up, support for neighborhood clean ups and coordinates public recognition. Adopt-A-Street and the Street Parks programs are tracked in the Adopt-A-Street database.

Street Parks

Street Parks is a partnership between DPW and the San Francisco Parks Trust that supports urban greening and community-management of public spaces. There are numerous undeveloped public open spaces in our City, such as vacant lots, rights-of-way, street medians and weedy hillsides. Some of this urban open space is in

A Street Park in Noe Valley on 27th Street

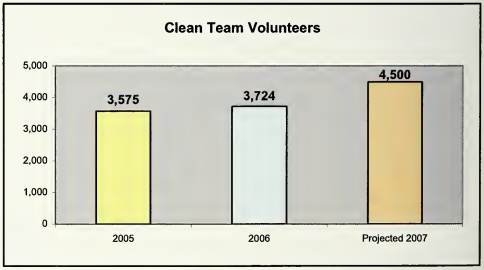
disrepair and experiences illegal dumping and other unhealthy activities. A Street Park is a community-managed open space that can be a school garden, a neighborhood beautification project, a right-of-way stairway, or a community garden. It shows that the community cares about its neighborhood and all of its environment. During 2005-2006 the Street Parks Youth program (SPY) was started. SPY is a youth program that engages high school students in an educational series of service-learning projects in Street Parks. Since the Street Parks program began to work with neighborhood groups in 2002-2003, 33 gardens were developed, including nine new street parks this past year.

2005-2006 New Street Parks

- Bridgeview Garden (Bridgeview Drive at Newhall Street)
- Mission Terrace Bridge Garden (San Jose Avenue at Theresa Street)
- Mayflower Garden (Mayflower Street at Bradford Street)
- Market-Merritt-Danvers Garden (Market Street at Merritt and Danvers Streets)
- Pacific Edge Island (48th Avenue between Santiago and Taraval Streets)
- Palou-Phelps Mini Park (Quesada Avenue at Phelps Street)
- 16th Avenue Tiled Steps (Moraga Avenue at 16th Avenue)
- Guerrero Street Medians (Guerrero Street at Cesar Chavez Street & Guerrero from Cesar Chavez to Duncan Street)
- Wheeler Avenue Garden (End of 200 block of Wheeler Avenue at Hester Avenue)

Community Clean Team

The Community Clean Team is a highly successful neighborhood beautification volunteer program. In 2006, 3,724 volunteers joined the team and picked up 39 tons of debris. In addition, volunteers and city crews swept and cleaned more than 200 blocks of sidewalk, curbs and alleyways; planted 765 trees and plants; and manually cleaned nearly 300 tree basins. The program dedicates an entire month to a supervisorial district with DPW and other city departments performing various street cleaning and neighborhood beautification work. At the same time, volunteers from throughout the district clean and revive their neighborhoods according to the needs and character of each district.



As part of the program, a Saturday is dedicated to beautifying various parks throughout the district, while another Saturday is dedicated to cleaning school campuses and surrounding

Community Clean Team volunteers in District 2

neighborhoods. Several city departments have signed on as official partners of the Clean Team, including the Recreation and Park Department, the Department of Parking and Traffic, the Sheriff's office, MUNI, the Mayor's Office of Neighborhood Services, the Police Department, the Department of the Environment, and a new volunteer outreach program, SF Connect. Norcal Waste Systems, Inc. and the SF Clean City Coalition have partnered with and supported the Community Clean Team since its inception in 2001 to conduct the Gigantic 3 Program, which offers residents bulky item drop off during their district's Clean Team month. In 2006, 163.3 tons of debris was collected at the events, with 57 percent being diverted from the landfill and recycled or composted. DPW's non-profit partner has also helped grow the Community Clean Team by providing outreach and education to district residents, businesses, and community based organizations. Beginning in 2007, the Clean Team will be held on one Super Saturday each month, with neighborhood, parks, and school cleanups happening simultaneously throughout a supervisorial district.

Graffiti Watch

DPW's Graffiti Watch Program is a citywide volunteer effort to prevent and remove graffiti from public property, including street furniture such as post boxes, street signs, litter receptacles, utility poles and other surfaces that taggers deface. Launched in February 2005, the program's goal is to keep San Francisco's streetscape graffiti-free through vigilant community involvement. DPW, working with the citywide Graffiti Advisory Board, the Police Department and community leaders, empowers residents to take ownership of their neighborhoods. DPW supplies the training and tools and volunteers commit to keep a four-block area around where they live, work or go to school graffiti free for a period of two years. Volunteers include residents, businesses, neighborhood improvement associations, and high school volunteer groups.

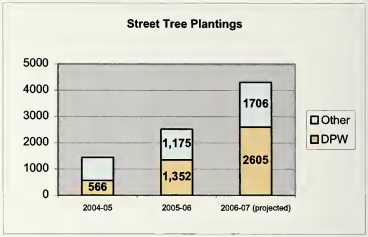
Graffiti Watch volunteers cleaning and abating graffiti

Bureau of Urban Forestry

DPW created the Bureau of Urban Forestry in 2002 to specifically address the need for coordinated management of street trees and landscaped medians. The Bureau's programs are focused on increasing the number of trees, maintaining and protecting existing trees and

landscapes, and supporting the greening efforts of residents through urban forestry permits, outreach, and code enforcement.

PLANTING AND MAINTAINING STREET TREES



2005-2,000 trees

Currently, DPW maintains about 30,000 street trees while private property owners and other agencies maintain over 60,000 street trees. In 2006, the bureau pruned more than street trees, planted 1,352 new street and processed 1,175 tree planting permits for private property owners. In addition to regularly scheduled maintenance duties, arborists respond to emergency calls regarding fallen trees and limbs, frequent during winter storms, to protect public safety for both DPW-maintained and private street trees twenty-four hours a day, seven days a week.

Mayor Newsom joins Director Fred Abadi and city department heads to plant a tree during SF Arbor Week 2006

A significant increase in tree planting which began in 2005-2006 will continue in 2006-2007 due to increased funding through Mayor Newsom's Greening Initiative and fines paid for unpermitted tree removal or injury. In March 2006, DPW led efforts for San Francisco's Arbor Day activities where hundreds of trees were planted in District 4 around A.P. Giannini School. In addition, a memorial Cork Oak tree was planted on Van Ness Avenue honoring civil rights leader Rosa Parks.

MEDIAN BEAUTIFICATION AND MAINTENANCE

BUF tree planting

DPW began beautification projects on several medians in the City in 2005-2006. These projects give the street a unified, cohesive feel, and provide a reprieve from traffic and concrete. The outcome is a fresh, unified appearance on many of our medians.

Lombard Street

The beautification work along Lombard Street was completed this year with plantings between Webster Street to Richardson Street. The center median for the entire length of the State Highway 101 section of Lombard is now improved with the installation of irrigation

lines and clocks and the planting of shrubs and vines. The hedge is Japanese boxwood, which is maintained with regular cutting to create a consistent and formal shape. The vine on the light poles is English ivy, which is fast growing, self-climbing and will mask the concrete poles.

Junipero Serra Boulevard

Junipero Serra Boulevard is a major gateway into San Francisco's southwestern neighborhoods from State Highways 1 and 280. The median was in poor condition with dilapidated asphalt and trees in declining health. Working with other public works bureaus, more than 48,000 square feet of asphalt were removed from the center median from Winston to 19th Avenue and was replaced with crushed rock and about 100 new trees. Trees planted are Liquidambar styraciflua, commonly known as liquidambar, and Eucalyptus ficifolia, commonly known as flame tree.

Hanging Baskets

DPW began testing a Hanging Basket Pilot Project in FY 2005-2006. San Francisco is one of the first cities to install hanging baskets as a city-sponsored beautification initiative. The goal of the project is to establish an effective model for expanding the use of hanging baskets to major streets and neighborhood shopping streets in the coming years. Twenty flowering baskets filled with "winter flowers" such as begonias, hyacinthus, narcissus and others have been hung around City Hall and Hallidie Plaza near the Powell Street cable car turnaround. DPW plans to install additional hanging baskets around Civic Center Plaza in 2006-2007.

BBR installs hanging flower baskets in front of City Hall

Cement Repairs

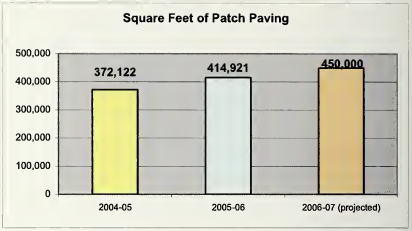
DPW Urban Forestry utilizes Sales Tax funds to provide cement repairs around City maintained trees including sidewalks, curbs and gutters damaged by tree roots. The Cement Shop provides repairs for right-of-way street structures such as stairways, landings, retaining walls, and walkways using Gas Tax funding. Our Cement Shop also cuts new sidewalk basins for new tree plantings. They also provide sidewalk improvements for many City facilities. They are currently in the process of improving access to various facilities by installing curb cuts, sidewalk bulbous and cutaways. Our goal is to promote public access, maintain proper tree basins and minimize tripping hazards on City right-of-ways.

BUF crew repairs walkway

Bureau of Street and Sewer Repair

POTHOLE REPAIR & PATCH PAVING

Potholes in our streets are a hazard to the public and impede the efficient commerce necessary for the City's economic health. DPW finds these holes and repairs them quickly to minimize the danger they can cause. DPW's Asphalt Plant provides materials to make these repairs. DPW informs the public on how to report the location of potholes and tracks its progress in getting the defects repaired. DPW keeps the streets of the City safe for the motoring public, bicyclists, pedestrians and commercial vehicles. The department sometimes patch paves, which covers a larger area when multiple potholes are present. DPW crews find more than 95% of the potholes that are repaired. DPW has initiated a system to survey the City by supervisorial district and through the use of computer driven listings, the department has inspected and repaired every block in the City. This effort has resulted in a major drop in customer calls for service.



BSSR crew repairs pothole

SEWER REPAIR

The City's sewer system is composed of several treatment plants, large box storage structures and an immense system of main and side sewer collection pipes located under City streets. Broken sewer pipes cause street cave-ins, which are a hazard to the public and to property. DPW performs street and sewer repairs at the direction of the Public Utilities Commission. DPW keeps the sewers of the City repaired so that sewage backups, street collapses and basement flooding is minimized. DPW is able to effectively respond and provide service to the City 24 hours a day, 7 days a week.

TRENCH PAVING

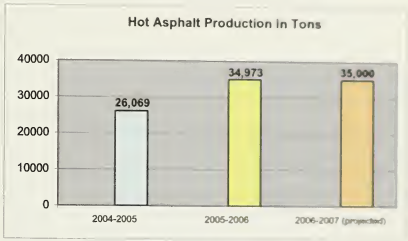
A variety of agencies and contractors excavate trenches in City streets in order to install, repair and maintain utilities. To reduce the inconvenience and danger to the public that such open trenches create, DPW paves back trenches to conform to a seamless and smooth street. Utilizing the DPW Municipal Asphalt Plant, the department is able to respond to requests for paving rapidly, reducing the time open trenches are unpaved.

BSSR crew repaving trench

ASPHALT PLANT

The Municipal Asphalt Plant produces hot asphalt for DPW crews to pave City streets. In 2004, DPW installed two hot asphalt storage silos that allow the plant to operate continuously to produce all of the asphalt required for a day's paving operations in addition to storing excess asphalt material for emergencies. The silos allow for more cost-effective and energy efficient asphalt production, allow the plant to serve larger projects than was previously possible, and extend the life of other plant equipment by limiting the start-stop cycling of the plant. In addition, material is produced and stored in the silos for use on night and weekend paving projects without activating the entire asphalt plant.

DPW's Asphalt Plant



BUREAU OF BUILDING REPAIR

The Bureau of Building Repair (BBR) provides quality professional construction, repair, remodeling and facility management services to City-owned facilities. BBR also provides building operations, maintenance, and custodial services for DPW buildings and other City departments. BBR provides emergency repair services 24 hours a day. This service is especially valuable for the Police and Fire departments as well as other 24-hour operations. By working on time and within budget, San Francisco residents enjoy accessible, safe and clean public facilities that meet federal, state, and city code. BBR plans to hold a customer service summit to engage client departments and improve their service to them.

ARCHITECTURE AND ENGINEERING BUREAUS

Deputy Director, Robert Beck

ARCHITECTURE

The Bureau of Architecture's (BOA) mission is to provide architectural services from planning through design and construction for City Departments. The bureau experienced an increase in demand for services in 2005-2006, and added six architectural positions.

In 2005-2006, BOA's clients included the Recreation and Park Department, the San Francisco Public Library, the Unified School District, and Administrative Services. Projects ranged from studies for the Hall of Justice Replacement, the drafting of the City's first 10-Year Capital Plan, and space planning studies for numerous City relocation efforts. The Job Order Contract Program continues to expedite construction of small to medium sized building projects, tied to annual capital funding. The program has successfully completed $3.9 million worth of construction. With its predetermined unit costs, on-call contractors and need for minimal design, it has proven to be an asset for the Department in terms of customer satisfaction.

HIGHLIGHTS OF ARCHITECTURAL PROJECTS

Minnie and Lovie Ward Recreation Center
Construction began on the $10.8 million replacement of one on San Francisco's largest community facilities in early 2006.

Minnie and Lovie Ward Recreation Center Construction

Eureka Valley Recreation Center
A $3.5 million renovation was completed on this facility in early 2006.

Upper Noe Valley Recreation Center
The construction contract for the $6.7 million renovation and structural rebuild of this major recreation center was awarded in June 2006.

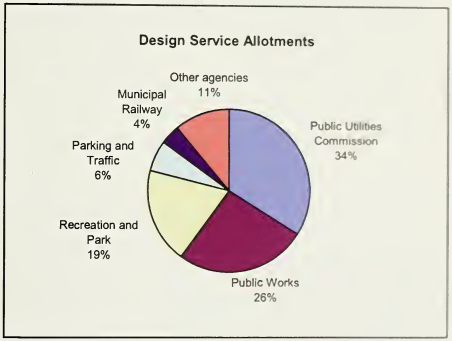
The Completed Eureka Valley Recreation Center

The Completed Upper Noe Valley Recreation Center

The City's Capital Program

Teaming with staff from the General Services Agency and the Mayor's Office, BOA planning staff played a significant role in the development of the City's redefined Capital Program. This effort included the development of the first 10-year Capital Plan that identified the major capital needs of all Departments; the creation of a new "Facility Resource and Renewal Model" which helps project the needs and costs of facility systems renovations and replacements; and started the development of a citywide database for facilities management.

Bureau of Engineering



DPW's Bureau of Engineering (BOE) provides planning, design, and consulting services to City departments and assists in the management of City streets, infrastructure and various City structures and recreational facilities. The Bureau is responsible for assuring that projects are completed on schedule, adhere to applicable codes and standards, and are within budget. The Bureau applies engineering analysis to help optimize use of capital and maintenance funding. Successful engineering projects enhance, improve and respect our community's standard of living and quality of life.

During the fiscal year, BOE provided engineering and landscape architectural consultation and design services to 24 City agencies.

BOE's Hydraulics provides planning, design, and consulting services for sewer replacement through a 5-year Capital Improvement Program; responds to sewer emergencies and flooding complaints; develops and maintains a Sewer Geographic Information System; provides sewer and drainage design services to other Departments; and assists the SFPUC in preparing the Sewer System Master Plan.

DPW coordinates sewer replacement work with street repaving and other reconstruction work. This provides efficient use of construction funds and

minimizes the amount of disruption to businesses and neighborhoods where construction occurs. DPW implements the Sewer Geographic Information System that provides accurate sewer information to designers, utilities and the public rapidly. This results in lower design costs. The program makes San Francisco's infrastructure more stable by replacing sewers, responding to sewer emergencies, and providing sewer information so that policy makers can make informed decisions about replacing San Francisco's infrastructure.

BOE Structural, Mechanical and Electrical provide engineering services to a variety of clients such as the Recreation and Park Department, the Public Library and SF PUC.

In 2005-2006, BOE played a major role in designing several SF PUC projects, including upgrades to the Summit Pump Station and the Forest Knolls Pump Station. These projects are part of SF PUC's Water System Improvement Program (WSIP) and are funded by the 2002 voter approved Proposition A.

HIGHLIGHTS OF ENGINEERING PROJECTS

Juvenile Justice Center Replacement Project

DPW provided project and construction management on San Francisco's new Juvenile Hall. The 90,000 square foot building replaces an outdated facility that was constructed in 1950. The new building, which is anticipated to open in September 2006, provides 110 sleeping rooms, with a capacity of up to 150 beds; and program space with educational, recreational, health care, religious, food service, and visitation areas. The project will deliver significant improvements to health and educational services for youth in the juvenile justice system.

Improvements include a modernized medical clinic with more beds and increased safety and security; a learning center with classrooms and a library that approximate a regular school environment; special education classrooms that will help meet unique educational needs; greater program space in units to facilitate rehabilitative and therapeutic programs for youth; streamlined layout of residential units to augment safety and security; and better heating and ventilation systems to increase comfort. These improvements and additions will provide improved living conditions for young people detained at Juvenile Hall and improved working conditions for Juvenile Hall staff.

4th Street Peter Maloney Bridge

DPW provided project management, civil engineering and construction management for the retrofit of the Fourth Street Bridge. The project involved seismically retrofitting the bridge and its counterweight, renovating its mechanical, electrical and control systems, adding Muni light rail tracks, reconstructing the historic Operator House, and adding overhead power, while maintaining the bridge's historic character. Construction took place from April 2003 and construction is anticipated to be complete in August 2006. The bridge will open to vehicular traffic, bicycles, pedestrians, and marine traffic in September 2006. The bridge carries 5,200 vehicles per day and is raised approximately 35 times per month. JB Strauss, promoter of the Golden Gate Bridge, originally designed the lift span and mechanism. City Engineer, Michael O'Shaughnessy, who also designed the Hetch Hetchy water supply system and the Ocean Beach Seawall, designed the bridge approaches.

San Francisco County Jail No. 3 Replacement Project

DPW provided project management, construction management, and other support services to the new 275,000 square-foot County Jail No. 3 (San Bruno Jail). The project will be substantially complete in August 2006. The replacement project includes a new housing building, an administrative building, vehicle storage areas, three parking lots, upgraded roadways, new heating, ventilation and air conditioning systems, new electrical services, full capacity electrical emergency generating system, new domestic and fire water systems, sanitary sewage transport and pump systems and other related infrastructure improvements. The housing building contains four separate housing pods, exercise yards, medical/dental/pharmacy facilities, and program space such as classrooms, multipurpose rooms, interview/counseling rooms, and two libraries. The new County Jail No. 3 has 384 cells with housing capacity of 768 inmates.

Alta Plaza Park

DPW lead a community planning process for design and construction to renovate Alta Plaza Park. Thanks to a partnership between the Recreation and Park Department and the Friends of Alta Plaza Park, $ 1 million of improvements were privately funded. These included the resurfacing of existing tennis courts and the construction of a new playground. The Recreation and Park Department provided funding for an accessible path of travel to the playground, which is anticipated to be complete in Fall 2006.

Highlights of Hydraulics Projects

During the fiscal year, the BOE Hydraulics completed 21 design projects and provided engineering support during construction. Projects included:

- Quintara Street (Emergency) Sewer Replacement
- Sewer Work under West Portal Track Improvement Project led by MUNI
- 18th/Texas/Mississippi Streets Sewer Replacement
- Annie Street Emergency Sewer Replacement
- Sewer Improvement under Bernal Heights Improvement, Phase II Project
- Folsom/16th/Excelsior Sewer Replacement and Pavement Renovation
- Teresita Sewer System Improvement
- Shotwell and 18th Drainage Improvement
- Vicente Sewer System Improvement Phase II
- Summit Pump Station Upgrade (drainage work)

Summit Pump Station

The original Summit Pump Station, located near the intersection of Olympia Way and Dellbrook Avenue, was built in 1953 and has exceeded its useful life and no longer meets building and seismic codes. The new facility, designed by DPW's Mechanical, Structural, Electrical, Architecture and Landscape Architecture bureaus, will ensure that the safety, reliability and quality of the City's drinking water system are maintained. The Summit Pump Station is used to pump potable water to homes and businesses at higher elevations. Due to San Francisco's topography, potable water is pumped mechanically to reservoirs at higher elevations, and then distributed to the City's consumers via gravity flow.

Forest Knolls Pump Station

DPW also partnered with the SF PUC in the design of the Forest Knolls Pump Station project. DPW was the project engineer and lead designer for the pump

station and the SF PUC designed of the new storage tank. Construction will begin in 2007.

Crocker Amazon Pump Station

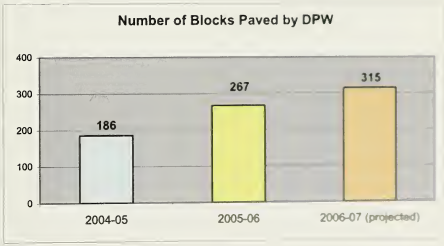
The demolition of the old Crocker Amazon Pump Station and construction of a new pump station was completed this fiscal year as part of PUC's WSIP. DPW performed the Project Engineer role and Mechanical, Structural and Architectural design of the facility.

San Francisco Zoo Groundwater Distribution Station

Construction of the City's first emergency potable groundwater distribution station was completed this fiscal year and is located at the San Francisco Zoo. BOE Mechanical and Electrical designed the facility and the Bureau of Building Repair provided construction services. The original well provided raw water to the zoo, but has now been upgraded to provide approximately one million gallons per day of potable groundwater for filling water tanker trucks, which will distribute water to emergency response sites throughout the City in the event of an earthquake or other disaster.

STREET RESURFACING PROGRAM

DPW maintains 12,458 street segments in the city. A computerized program is used to prioritize streets that need work based on street type, amount of traffic, and the cost of work. From this study, a list of streets to be paved is sent to utility companies for coordination of work. If utility work is necessary, the paving is coordinated with this work to minimize the impact to the neighborhood and to the driving public. Once all utilities have completed their upgrades or new installations, DPW paves the street and a five-year excavation moratorium is placed on the street.



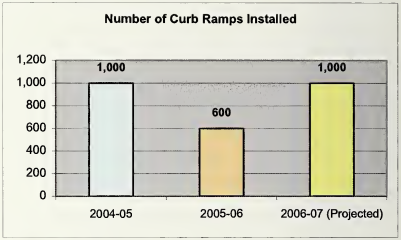
DPW follows the excavation code, which allows for improved street

maintenance coordination; keeps the public informed of new street construction projects; and minimizes construction impacts to the public. In high-density areas, DPW sometimes works nights and weekends to minimize disruption to residents and businesses.

Timely street paving improves the rideability of City streets for motorists and bicyclists while increasing the life of the pavement.

DISABILITY ACCESS

DPW maintains approximately 7,000 intersections in San Francisco. Some are not accessible for people with disabilities and some are partially or fully accessible. All public and private paving projects and any work within the curb return area are required to provide code compliant curb ramps.



Installing Code Compliant Curb Ramps

DPW ensures that the entire intersection is evaluated to provide curb ramps that comply with the code and are properly located. Curb ramps are essential for pedestrian travel on City sidewalks for seniors and people with disabilities.

LANDSCAPE ARCHITECTURE

DPW provides landscape architectural design and consultation services to agencies and departments responsible for the development, maintenance, and renovation of the City's rights-of-way, parks, squares, open spaces and some landscaped areas. The work of the section improves the quality of life for City residents by providing new and renovated parks with safe and accessible play areas, and beautifully landscaped urban spaces and streetscapes throughout San Francisco.

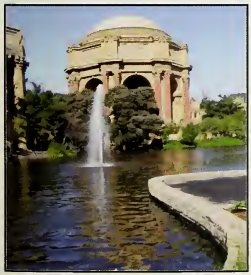
Highlights of Landscape Architectural Projects

24th and York Mini-Park

The deteriorated 24th and York Mini-Park will be transformed into a dynamic new park, which is anticipated to open in November 2006. Located in the Mission District, the park is poorly used due to a lack of programmed uses and poor visibility.

The new concept was to design the park as a children's play space and this vision was supported by the community including the Lower 24th Street Neighbors Association, Neighborhood Parks Council and Precita Eyes Muralists. The design plays off the colorful murals by transforming the painted images into three-dimensional sculptural forms. The play area will have contemporary play equipment, including a three-way teeter totter, spinner cup and swing. A curving seat-wall will provide seating and a colorful pathway will lead to a mosaic tiled serpent sculpture representing "Quetzalcoatl," the Mesoamerican feathered serpent god (pictured above). The DPW designers collaborated with Precita Eyes Muralists and a team of artists to ensure that the sculptural elements and play structures enhance the existing murals.

Palace of Fine Arts Landscape and Lagoon Restoration



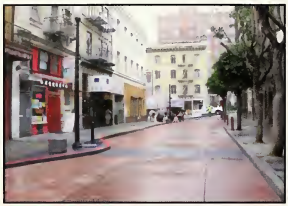
The lagoon edge with added stone wall is part of Phase I

One of the City's most treasured landmarks, the Palace of Fine Arts, had fallen into disrepair over the years. The buildings needed attention and the scenic lagoon needed dredging to clear out debris. The lagoon banks had eroded to a point where fences had to be erected as a safety measure to keep visitors away.

This much needed restoration project will be completed in several phases. For the first phase of restoration, the lagoon edge is being reconstructed with an attractive stone wall that will be accented with special plantings. New accessible pathways are being constructed to provide universal access. The banks are being re-graded to gentle landforms and the lawn will

be restored. Special plantings and new site furniture will complete the restoration. DPW designers were faithful to the historic plan while providing improvements and amenities to the project. This phase of the project will be complete in November 2006.

Waverly Place, Chinatown



Waverly Place is transformed

Two blocks of deteriorated roadway at Waverly Place in the heart of Chinatown were reconstructed to provide an attractive new streetscape complete with special colored concrete and textured asphalt paving. New sidewalk bulb-outs with concrete seats were provided to reclaim some of the roadway for pedestrians and new ornamental lights replaced the standard "cobra head" street lights. Also, as part of the project objective, all overhead utilities were removed and under-grounded for a complete visual transformation of the street. This project was completed in January 2006.

Bureau of Construction Management

ARCHITECTURAL CONSTRUCTION SERVICES

All building construction, big or small, belongs to the Bureau of Construction Management's Architectural Construction Services Section. The Section's engineers, architects and inspectors manage construction contracts for many City departments. Project types range from parking garages to libraries to fire stations. The engineers handle new buildings as well as small renovations. Keeping projects on schedule, within budget, and ensuring that a quality building is built are all part of the Section's commitment to service excellence. The Architectural Construction Services Section ensures that public buildings are built according to latest construction codes, safely, on time and within budget. By doing so, the engineers ensure that the public's tax dollars generated from bond programs are used efficiently.

SEWER REPLACEMENT PROJECTS

The BCM's General Construction Services Division provides construction management for various construction projects for the SF

PUC's Sewer R&R and CIP Program. In addition to ensuring that the quality of construction performed by private contractors is satisfactory, the team is responsible for keeping projects on schedule and within budget. During this past fiscal year, the Bureau's General Construction Services Division managed the replacement of 60 blocks of sewer mains. The construction value for this year's sewer replacement projects totaled $24 million. A staff of 20, including 9 engineers, manages sewer replacement projects.

Bureau of Street Use and Mapping

REORGANIZATION

In order to improve the Bureau's responsiveness and internal and external communication, the Street Construction Coordination Center (SCCC) at BSM was incorporated within the Permit Division. Previously, different types of excavation permits issued within the Bureau did not received the same level of review and coordination.

The reorganization has improved coordination between all permitting functions, allowed for comprehensive management of related inspections and enforced strict roadway restoration requirements for all excavations in newly paved moratorium streets.

INSPECTION AND ENFORCEMENT DIVISION

The reorganization also included the Bureau's Inspection and Enforcement Division. Right-of-way construction is now grouped under a Division supervisor and district, commercial and special programs are now under a separate Division supervisor. The Special Projects activities are new to the Bureau and include the administering of all citations issued by the Department, the 24/7 litter can program and the SF Green program.

These changes reflect the functional inspection work performed by the Bureau's Inspection and Enforcement Division and have resulted in focused customer service. The Division received and responded to more than 8,101 individual inspections and requests for action in Fiscal Year 2005-2006.

Requests for Action include inspections for roadway defects, sidewalk damage, non-compliant display merchandise, illegal use of the public right-of-way, illegal banners and signs, and permit compliance.

STREET-USE PERMITTING PROGRAM

DPW's Street-Use Permitting Section ensures that city sidewalks and streets are safe and accessible. Obstructions on the sidewalk, such as planters, tables and chairs, or building construction material, can impede travel. DPW is responsible for permitting uses of the public right-of-way for sidewalks and roadways to ensure that objects on the sidewalks are permitted under City ordinances. The Bureau issued 16,700 permits in Fiscal Year 2005-2006.

DPW issues permits for placement of tables and chairs on the public right of way

The activities permitted and regulated by Department staff include:

- Café Tables and Chairs
- Display Merchandise
- General Excavation
- Excavations in the Public Right-of-Way
- Public Pay Telephones
- Banners
- Free Standing News racks
- Signs
- Major and Minor Encroachments
- Special Sidewalk Surfaces
- Sidewalk Improvements (new sidewalks and driveways)
- Over-wide Driveways
- Street Space
- Temporary Occupancy
- Mobile Storage Containers
- Debris Boxes
- Flower Markets

SUBDIVISIONS AND MAPPING

The Mapping Division is responsible for recording any changes to the official city map, including condominium conversion. The Division implemented significant improvements during Fiscal Year 2005-2006. The Mapping Division reduced the time from an application submission to approval and recordation by 58%, from nearly 24 months to 10 months.

Staff redesigned and updated the Residential Condominium Conversion Application and Procedures for the first time in more than 20 years. The new version replaces inconsistent, redundant, and unclear instructions with a systematic, efficient process, which is easier for the public to understand and complete. The Mapping Division is also modifying other applications based on the Residential Condominium Conversion application. Review time of residential condominium conversion applications has been reduced by over 75%, from an average of 2.5 hour per application to a half hour. Staff developed a more robust, accurate backlog definition and report containing relevant information about the stage and age of a map in the review process. The new backlog definition

measures the amount of time it takes to review and process maps in the Tentative Map Review process (Part I) and the Parcel/Final Map Review process (Part II).

The Controller's Office provided additional recommendations to increase the efficiency and productivity of the division, including a system to track labor hours, new policies and procedures, and performance standards based on time and labor hours to review a map.

NEWS RACK PROGRAM

The City's News Rack Program is fully operational. Although installations are limited, those areas receiving new fixed pedestal units have been welcomed by all stakeholders.

Installations continued in Union Square, Market Street and in the Civic Center near City Hall throughout 2005-2006. In addition, approvals for installations in South of Market, Fisherman's Wharf and North Beach area were established this past year.

Newly installed news rack in front of City Hall

Fixed Pedestal News Rack Installation Information
Fiscal Year 2005/2006

Pedestal Zone	Total Approved for Installation	Total Units Installed	Remaining Units for Installation	Total Freestanding racks removed	Funds Generated
Market Phase II	36	11	25	111	$4,920
Union Sq Phase I	30	23	7	215	$2,370
Union Sq Phase II	29	26	3	93	$2,730
Civic Center	31	8	23	32	$4,920
Civic Center/Union Sq (reassignments)	N/A	N/A	N/A	N/A	$510
Market St Ph 1 (reassignments)	N/A	N/A	N/A	N/A	$1,950
FY 05/06 Total	**126**	**68**	58	451	$17,400

UTILITY UNDERGROUNDING PROGRAM

DPW's Undergrounding Program is rapidly completing the goal of completing 45.8 miles of new lights and removing overhead wires. The Program also actively participated in the Board of Supervisors Underground Utility Task Force. This group is charged with developing a report for the Board recommending specific actions needed to continue undergrounding city streets once the current program is completed.

In Fiscal Year 2005-2006, 3.57 miles of overhead utility wires and poles were removed and 117 new streetlights were installed.

AUTOMATIC PUBLIC TOILETS AND PUBLIC SERVICE KIOSKS

Twenty five public toilets have been successfully operating throughout the City since 1995. Nearly 5 million flushes have been recorded in the units since the first installation. DPW is working with the contractor to explore new toilet locations as prescribed in the contract. Many neighborhoods continue to voice interest in this successful public amenity program.

Based upon random surveys conducted by Department staff during Fiscal Year 2005-2006 the units are fully operational 79% of the time. Staff continues to work with the contractor to improve operational efficiency and the contractor's responsiveness to vandalism.

Office of Financial Management and Administration

Deputy Director, Robert Carlson

The Financial Management and Administration Division identifies, plans and develops the financial, personnel, contractual and computer resources, expertise and information needed by the Department to accomplish its goals. Automation and process improvement is a major focus of the Financial Management and Administration Divisions.

PERSONNEL

The Personnel Division is responsible for hiring, training, retaining and developing a skilled and diverse workforce for the Department. The personnel division implemented the Department of Human Resources' new Position Based

Testing program to speed up the examination process; continued processing of employee appointments, separations, and discipline; and maintained personnel records and reports.

COMPUTER SERVICES

The Computer Services Division designs, programs, operates and maintains all Department-wide and many Bureau-specific automated information systems needed to support Departmental goals and objectives. Services include planning, software development, network and hardware installation and operations. The division provides comprehensive IBM AS/400, Local Area Network (LAN), Wide Area Network (WAN), and PC (and compatible) hardware, software, network and support services. Highlights include a completed IT infrastructure upgrade at DPW's Corporation Yard; planning for migration off the department's AS400 computer; and customized special financial reports for client departments.

FINANCE AND BUDGET

The Finance and Budget Division is responsible for budget preparation, grants research and administration, financial planning, capital planning, analysis and reporting. The Division develops financial resources and reports and prepares analyses to implement and control its projects and programs. Responsibilities include coordination and input of the annual budget, preparation of an annual Indirect Cost Plan, participation in bond authorizations and sales, development of Departmental capital plans and grant proposals and preparation of financial management reports. This past year, the Finance and Budget Division managed garbage rate increase application through the City process, which was approved by the City's Rate Board; provided analysis and support for the $15 million street resurfacing supplemental appropriation request approved by the Mayor and Board of Supervisors; and successfully managed the department's budget through the City's process, which included significant increase for the Community Corridor Partnership program and tree planting and maintenance initiatives.

BUSINESS SERVICES

The Business Services Division is responsible for reviewing and entering the Department's accounting and purchasing transactions in the City's on-line Accounting System, FAMIS, preparing grant billings and performing account analyses. The division completed an internal reorganization that improved accounting services to client bureaus; significantly reduced the time it takes to make contract payments and was recognized by the American Public Works Association for their outstanding work; and developed and distributed Bureau staff utilization reports that managers use to monitor and control employee work and leave time.

ENVIRONMENTAL HEALTH AND SAFTEY

The Environmental Health and Safety Office promotes workplace health and safety through education, consultation, and control of hazards. In 2005-2006, the Office received, analyzed and processed 436 injury/illness reports and motor vehicle accident reports; provided Health and Safety Training Services to 3,000 employees; and participated in the development and training of department staff on the federal Homeland Security National Incident Management System, which resulted in 200 DPW employees being certified.

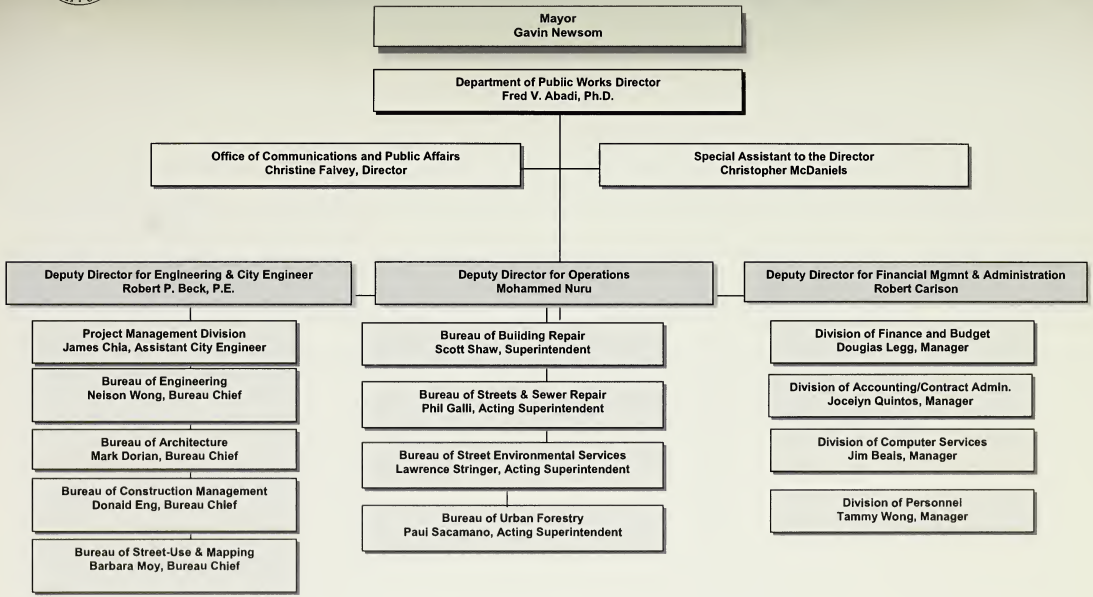
TRAINING & DEVELOPMENT

The Training Unit continues to support the Department's core values of customer service and continuous improvement through its current program and workshop offerings. This includes New Employee Orientations, Supervisor's Academy Operations, 7 Habits of Highly Effective People, Harassment Prevention training, computer software workshops, the Project Management Training Program for Engineers and Architects and various supervisory training workshops. The focus for the upcoming fiscal year will be to support the Mayor's mandate for providing new supervisors with the skills necessary to supervise well. In addition, the department is developing executive leadership training for top management. The Unit also continues to provide teambuilding services through its facilitation of group retreats.

7501 Environmental Service Worker Apprenticeship Training Program

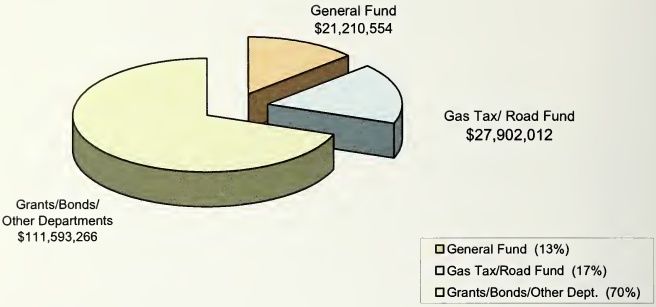
DPW's 7501 Environmental Service Worker Apprenticeship Training Program provides opportunities for people with minimal work skills to join DPW's workforce and acquire the skills needed to become general laborers and gardeners through a two-year apprenticeship-training program. The program will celebrate its first graduating class in November and will continue with a new group of apprentices in January 2007.

Organizational Chart
Fiscal Year 2005/2006

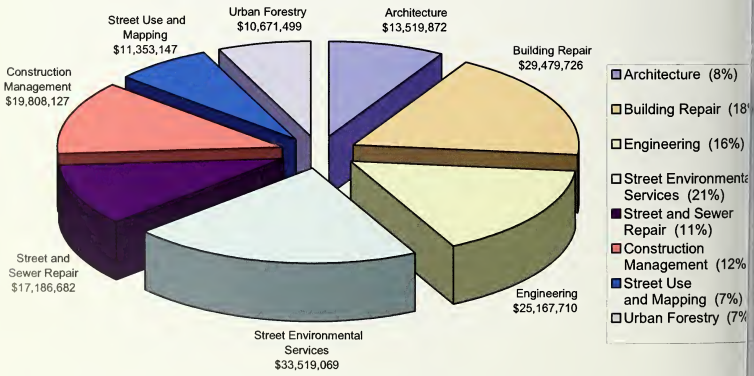


FISCAL YEAR 2005-06
Operating Budget

SOURCES OF FUNDS



USE OF FUNDS BY BUREAU



DPW's Pothole Repair Crew

Power Washing Sidewalks

Planting Street Trees
South of Market Street

Services provided by the Department of Public Works

28-CLEAN Customer Service Line
Adopt-A-Street Program
Automatic Public Toilets
Community Clean Team
Condominium Conversion
Curb Ramps
Disability Access
Enforcement
Graffiti Removal
Graffiti Watch
Maintenance of Public Buildings
Median Maintenance
Mechanical Street Cleaning
News Rack Program
Permits
(Trees, Street-Use & Excavation, Sidewalk Encroachmer
Pothole Repair
Sidewalk/Roadway Inspections
Street Construction Coordination
Street Parks
Street Reconstruction
Street Repair
Street Resurfacing
Street Trees (City-owned)
Subdivision and Mapping
Utility Undergrounding

Produced by DPW's Office of Communications and Public Affairs

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2007

DEPARTMENT OF PUBLIC WORKS

ANNUAL REPORT 2006 – 2007

Mayor Gavin Newsom

Department of Public Works Director
Fred V. Abadi, Ph.D.

Improving the Quality of Life in San Francisco

WE ARE DEDICATED INDIVIDUALS COMMITTED TO TEAMWORK, CUSTOMER SERVICE AND CONTINUOUS IMPROVEMENT IN PARTNERSHIP WITH THE COMMUNITY

311/www.sfdpw.org

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311/www.sfdpw.org

Laguna Honda Hospital Rebuild

Glen Park Branch Library

Storage Tank Under Construction

Rossi Playground

San Francisco Department of Public Works

2006-2007 Annual Report

Mayor
Gavin Newsom

Department of Public Works Director
Fred V. Abadi, Ph.D.

Mission Statement

"Improving the Quality of Life in San Francisco"

We are dedicated individuals committed to teamwork, customer service and continuous improvement in partnership with the community.

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A MESSAGE FROM THE DIRECTOR

During the past year, the Department of Public Works (DPW) has maintained the City's streets and much of its infrastructure, continuing to improve the quality of life in San Francisco. The department cleans and resurfaces streets, plants and maintains city-owned street trees; designs, constructs and maintains city-owned facilities, conducts sidewalk and roadway inspections, constructs curb ramps, provides mechanical and manual street cleaning, removes graffiti from public property, and partners with the diverse neighborhoods in San Francisco to make the city cleaner and greener. With an annual budget of $170 million (excluding capital projects) and a workforce of more than 1,500 employees, DPW serves the public with a focus on quality customer service, teamwork and continuous improvement.

In the 2006-2007 fiscal year DPW increased its street cleaning, sidewalk repair and street resurfacing programs by reorganizing and streamlining services. DPW's new Sidewalk Improvement and Repair Program was initiated to inspect and repair all City sidewalks over a 25-year cycle. The program increases pedestrian safety while making it easier and less expensive for property owners to comply with city and state codes that require them to maintain their sidewalks.

To maintain and improve the condition of our roadways in a more efficient way, our department introduced a variety of initiatives such as: improved restoration guidelines for utilities to decrease the occurrence of roadway defects; amended design standards for transit corridors to extend the life of pavement; and a proactive pothole program based on vehicle usage, pedestrians, bike users and transit routes to efficiently provide routine maintenance.

In addition, DPW continues to provide architectural, engineering, and project management services on some of the City's largest projects, including Golden Gate Park's Music Concourse, Laguna Honda Hospital, and several parks, libraries and playgrounds throughout the City.

As a public service organization, it is our goal to provide efficient and high quality service to our customers. With the occasion of presenting our 2006-2007 Annual Report, I thank San Francisco residents for providing our department with feedback to improve our programs and thank my dedicated, enthusiastic and diverse staff for completing successful projects, building relationships with the community, and starting new programs to improve the quality of life in our city.

Sincerely,

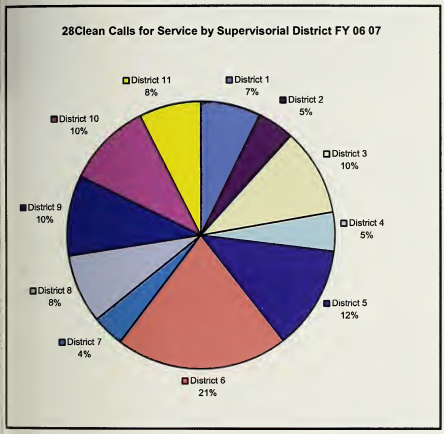
Fred V. Abadi, Ph.D.
Director of Public Works

Operations Bureaus

Deputy Director, Mohammed Nuru

Bureau of Street Environmental Services

28-CLEAN CUSTOMER SERVICE LINE TRANSITIONS TO 311



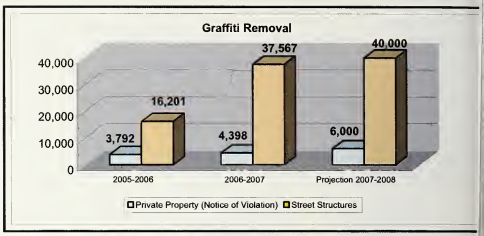
DPW established its 28-CLEAN customer service line in 2001 to provide the public with an easy to remember number to report trash accumulation, illegal dumping, graffiti and other issues. Beginning in March 2007, the City's new 311 Call Center was activated and all 28-Clean calls were automatically rerouted to the new call center. The 311 Call Center Service Requests are now sent electronically to DPW. This fiscal year DPW processed nearly 104,000 Service Requests, a fifteen percent increase over last year. Over 23,000 of these calls were generated by the 311 Call Center in just the last three months of the fiscal year.

Mechanical Street Cleaning

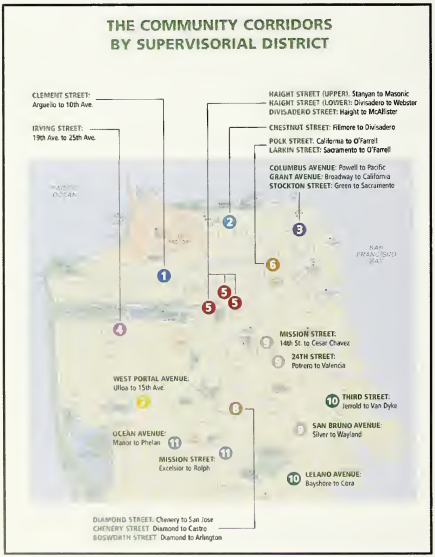
Mechanical Street Sweeping is the backbone of DPW's street cleaning program. Currently, more than 90 percent of all City streets are swept mechanically at least once per week, with several being swept seven times per week. DPW cleaned more than 150,000 curb miles and removed 26,600 tons of debris from San Francisco's streets this fiscal year, a 10% increase from 2005/06. DPW developed standards for its mechanical street cleaning program in accordance with the voter-mandated Proposition C in 2004. In May 2005, DPW and the Controller's Office published the Street Maintenance Standards Manual and Evaluation Form and began evaluating the effectiveness of its mechanical street sweeping program. In addition to DPW's work with the Controller's office to improve this program, DPW hired an outside engineering firm to provide evaluation and analysis of mechanical street sweeping operations in San Francisco. The report, to be published in the next fiscal year, will provide a number of recommendations to provide a level of service consistent with the City's policy directives and in the most efficient and effective possible manner.

GRAFFITI REMOVAL

DPW is responsible for giving private property owners a Notice of Violation when graffiti appears on their buildings. DPW's Graffiti unit notified 4,398 owners in 2006/07. DPW is also implementing Mayor Newsom's directive to abate all public property graffiti within 48 hours. DPW, together with other City agencies, has crafted maintenance agreements to document and bill work. In 2006-07 DPW's Graffiti unit abated 37,567 street structures and painted over 700,000 square feet of vandalized property.



COMMUNITY ENGAGEMENT



Community Corridors Partnership

Mayor Gavin Newsom, in partnership with the Board of Supervisors, launched a citywide initiative in 2006 to help keep the streets of San Francisco clean. DPW, together with private agencies, collaborated to keep 100 of the City's busiest merchant blocks free from graffiti and litter. During the pilot program, several DPW employees worked in the Corridors as ambassadors, sweeping sidewalks, and identifying and resolving difficult street conditions. Painting contractors helped remove graffiti from private properties. Since October 2006, DPW and other city agencies and private entities, have inspected the Corridors several times, compiled information, and initiated problem resolution. The goals of the program are: to improve the quality of live in the City's busiest commercial corridors; to provide results; to change perceptions and behavior; to help agencies and property owners to maintain a higher standard of cleanliness; and to encourage property owners to take

ownership of their Corridor. The success of the program has resulted in 100 additional merchant blocks being added to the original 100 blocks.

VOLUNTEER PROGRAMS

Adopt-A-Street

San Carlos Neighborhood Adopt-A-Street Group

The Adopt-A-Street Program is a public/private partnership between the City and its merchants and residents to keep our sidewalks clean and beautiful. The program is simple: groups or individuals agree to adopt a block and take responsibility for keeping it clean (of litter, graffiti and illegal dumping), and DPW provides free cleaning supplies, trash pick up, support for neighborhood clean ups and coordinates public recognition. During the fiscal year 2006-2007, 76 new members joined, bringing the total membership number to 1,396. Adopt-A-Street was founded in 1998 and will celebrate its 10th Anniversary in 2008.

Street Parks

Street Parks is a partnership between DPW and the San Francisco Parks Trust to support urban greening and community-management of public spaces. There are numerous undeveloped public open spaces in our City, such as vacant lots, rights-of-way, street medians and weedy hillsides. Some of this urban open space is in disrepair and experiences illegal dumping and other unhealthy activities. A Street Park is a community-managed public open space that can be a school garden, a neighborhood beautification project, a right-of-way stairway, or a community garden. It shows that the community cares about its neighborhood and its environment. The Street Parks Youth program (SPY) was started in 2005 to engage high school students in an educational series of service-learning projects in Street Parks. Since the Street Parks program started in 2002-2003, 112 people have registered to develop new gardens and street parks. There are now 25 completed street parks and 14 in progress.

The 16th Avenue Tiled Steps Project

Community Clean Team

Launched in 2000, the Community Clean Team engages communities and volunteers in beautifying merchant corridors, schools, open spaces, parks and community gardens in each of the 11 supervisorial districts month by month. In 2007, the Community Clean Team partnered with the nonprofit SF Green Connect to expand outreach activities and recruit more volunteers.

Community volunteers cleaning up Warm Water Cove Park

In 2007, more than 4,000 volunteers joined DPW crews to sweep 200 blocks of sidewalks, curbs and alleyways; clean 2.5 miles of coastline and seven wetland parks, plant 703 trees; bushes and plants; trim 103 trees and shrubs; clean 571 tree basins; place 272 cubic yards of chips on center islands, lots and parks; weed 26,112 square feet of center islands, lots and parks; and edge 10,580 linear feet of sidewalk. Painting out graffiti remained a key focus of volunteer activity and graffiti was wiped off of 2,046 pieces of public property and off of more than 266,000 square feet of public space during the 2007 program year. The team also cleaned 18 San Francisco school campuses and 33 parks.

The Community Clean Team dedicates an entire month to each supervisorial district with DPW and other city departments performing various street cleaning and neighborhood beautification work. There are also additional events generated throughout the year requested by DPW's community partners and neighbors.

Clean Team partners include the Recreation and Parks Department, the Department of Parking and Traffic, the Sheriff's Office, the Municipal Transportation Agency, the Mayor's Office of Neighborhood Services, SF Parks Trust, all of the District Supervisors' Offices, the Police Department, and the Department of the Environment. Walgreens continued to support the program in 2007 financially and with donated water for volunteers.

Norcal Waste Systems, Inc. and SF Clean City are key partners in the program and provide the Gigantic 3 Program, which offers residents bulky item drop off, recycling and composting opportunities during their district's Clean Team month. In 2007, 213.1 tons was collected with a 61 percent diversion rate.

Graffiti Watch

DPW's Graffiti Watch Program is a citywide volunteer effort to prevent and remove graffiti from public property, including street furniture such as post boxes, street signs, litter receptacles, utility poles and other surfaces that taggers deface. Launched in February 2005, the program's goal is to keep San Francisco's streetscape graffiti-free through vigilant community involvement. DPW, working with the citywide Graffiti Advisory Board, the Police Department and community leaders, empowers residents to take ownership of their

New Graffiti Watch member gets trained by DPW Graffiti Unit Staff

neighborhoods. DPW supplies the training and tools and volunteers commit to keep a four-block area around where they live, work or go to school graffiti free for a period of two years. Volunteers include residents, businesses, neighborhood improvement associations, and high school volunteer groups.

Bureau of Urban Forestry

DPW created the Bureau of Urban Forestry in 2002 to coordinate the management of street trees and landscaped medians. The Bureau's programs are focused on increasing the number of trees, maintaining and protecting existing trees and landscapes, and supporting the greening efforts of residents through urban forestry permits, outreach, and code enforcement.

PLANTING AND MAINTAING STREET TREES

With the continuation of the Mayor's greening initiative, DPW is responsible for more street trees than at any previous time. The Department now maintains about 31,277 street trees and it is estimated that other agencies and private property owners maintain about 60,000 street trees. Tree planting numbers are now reported between successive Arbor Day celebrations, which occur typically the first week of March each year.

The Arbor Day 2005 to Arbor Day 2006 tree count is high relative to other years due to several large capital improvement projects. The total "Permits for Others' for Arbor Day 2006 to Arbor Day 2007 is low relative to other years as DPW has not yet received all permit applications for that time period.

The 2007 Arbor Day celebration occurred along Brotherhood Way near Alemany Boulevard in the city's southeastern quadrant. More than 100 trees and many drought tolerant shrubs were planted with community volunteers and children from around the City. As part of the celebration, a Green Resource Fair was held that included major greening non-profits and agencies providing public education about tree planting, sidewalk landscaping, recycling and many more environmentally focused initiatives and programs. The week-long Arbor Day celebration was kicked off with the planting of a Magnolia tree on Cesar Chavez Street in memory of civil rights leader Cesar Chavez.

MEDIAN BEAUTIFICATION AND MAINTENANCE

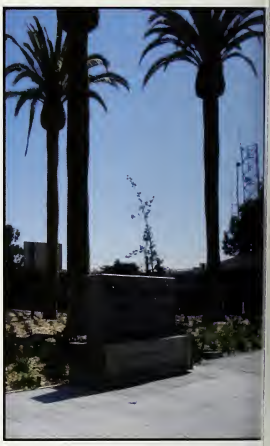
DPW continued significant beautification projects throughout San Francisco in 2006/07. These projects unify and green our neighborhoods and commercial corridors while improving major gateways into the City.

NEW LEGISLATIVE INITIATIVES IN SUPPORT OF THE URBAN FOREST

Mayor Newsom launched a new permit process, which simplifies the process and reduces the cost for property owners who wish to green their neighborhood. The sidewalk-landscaping permit, developed in 2006, allows property owners to convert a portion of the sidewalk in front o their property into an attractive landscaped area. Sidewalk landscaping increases property values, helps reduce storm water runoff, and creates more livable public spaces. Before this permit process was established, property owners were required to apply for costly encroachment permits for the same purpose – typically costing as much as $800 and requiring months of review. The new permit cost ranges from $160 to $215 per property, with discounted rates when neighbors work together to green their block.

8th Street at Harrison Street Off-Ramp

DPW, with the support of Oracle Corporation, directed the improvement of a CalTrans off ramp and major entrance into the center of San Francisco. DPW crews replaced old plants with new ones, including four new large Canary Island date palms and several hundreds shrubs. A new irrigation system and signage denoting this gateway to San Francisco's South of Market Area completed the project.



'Welcome to SoMa' signage now greets motorists at the 8th Street & Harrison offramp.

Replacement Trees

Penalties for vandalizing, removing without permit, or otherwise damaging street trees were drastically increased in order to more accurately reflect the current cost to install and establish replacement trees. The minimum fine was raised from $560 to $1,489 and may be adjusted in future years to reflect changing costs.

Sidewalk Repair

The Bureau of Urban Forestry (BUF) uses state sales tax funds to provide cement repairs around City maintained trees including sidewalks, curbs and gutters damaged by tree roots. BUF's Cement Shop provides repairs for right-of-way street structures such as stairways, landings, retaining walls, and walkways using Gas Tax funding. BUF's Cement Shop also cuts new sidewalk basins for new tree plantings.

Hanging Flower Baskets

A Hanging Basket Pilot Project began in late 2005 with twenty flower baskets filled with winter flowers around City Hall and Hallidie Plaza. The project has now been expanded to more than 80 baskets, in addition to the 70 new baskets installed along 3rd St as part of the beautification effort for the July All Star Baseball game. Working closely with the Mayor's Clean and Green Initiative, the goal is to establish an effective model for expanding the use of hanging baskets to major streets and neighborhood shopping corridors in the coming years.

Flower baskets were installed for the All Star Baseball Game

Bureau of Street and Sewer Repair

ROADWAY DEFECT REPAIRS AND PATCH PAVING

BSSR crew patch paving a street

DPW keeps the streets of the City safe for the motoring public, bicyclists, pedestrians and commercial vehicles through its pothole and patching programs. During the 2005-2006 fiscal year, DPW developed a new cost-effective pothole sweep strategy prioritizing its routes based on street pavement scores and data that include traffic volumes, and the presence of bike lanes and bus routes. The department now focuses its resources in areas where it is more likely potholes exist and the street usage is the highest. The department expects that pothole complaints will decrease as crews find and fill more potholes and that the amount of lane miles that can be covered will increase. This is the first time DPW has linked its pavement management system with its pothole and patching program. The program also tracks sewer depressions for better management of needed sewer repairs.

SEWER REPAIR

The City's sewer system is comprised of several treatment plants, large box storage structures and an immense system of main and side sewer collection pipes located under City streets. Broken sewer pipes cause street cave-ins, which are a hazard to the public and to property. DPW performs street and sewer repairs at the direction of the Public Utilities Commission. DPW keeps the sewers of the City repaired so that sewage backups, street collapses and basement flooding are minimized. DPW is able to effectively respond and provide service to the City 24

hours a day, 7 days per week. The new proactive pothole program reporting will also assist in prioritizing sewer repairs. The bureau repaired 279 sewers this fiscal year.

TRENCH PAVING

A variety of agencies and contractors excavate trenches in City streets in order to install, repair and maintain utilities. To reduce the inconvenience and danger to the public that such open trenches create, DPW paves back trenches to a seamless and smooth street. Utilizing the DPW Municipal Asphalt Plant, the department is able to respond to requests for paving rapidly, reducing the time open trenches are unpaved.

ASPHALT PLANT

The Municipal Asphalt Plant produces hot asphalt for DPW crews to pave City streets. In 2004, DPW installed two hot asphalt storage silos that allow the plant to operate continuously to produce all of the asphalt required for a day of DPW's paving operations in addition to storing excess asphalt material for emergencies. This year, DPW began researching more efficient ways to fill potholes and patch pave streets while decreasing the amount of construction debris that goes to the landfill. Currently, the crew purchases asphalt produced from raw materials, including aggregate, sand and oil. DPW is researching the feasibility of purchasing a recycling machine that could allow DPW to produce asphalt from ground up asphalt from grinding and paving jobs from San Francisco's own streets that can then be used to patch pave or fill potholes throughout the City. Currently, DPW recycles 15% of asphalt taken from the City's streets.

DPW's Municipal Asphalt Plant

Bureau of Building Repair

The Bureau of Building Repair (BBR) provides quality professional construction, repai remodeling, and facility management services to City-owned buildings. BBR also provide building operations, maintenance, and custodial services for DPW facilities and other Ci departments. BBR provides emergency repair services 24 hours a day, which is especial valuable for Police and Fire operations. By working on time and within budget, San Francisc residents enjoy accessible, safe and clean public facilities that meet federal, state, and ci codes. BBR plans to hold a Customer Service Summit to engage client departments ar continue to improve services to them. BBR's maintenance programs differentiate betwee maintenance and repair. Maintenance is the day-to-day, or periodically scheduled work require to preserve or restore a facility to a condition in which it may be effectively utilized for i designated purpose.

HIGHLIGHTS OF BUILDING REPAIR PROJECTS

Great Highway Retaining Wall Repair Project
BBR Carpenter Shop reconstructed 200 feet of retaining wall destroyed by last winter storms. The project used concrete from BUF's Cement Shop.

24th & Lilac Streets Parking Lot Renovation
The project provided new landscaping, asphalt paving, concrete sidewalk entrances and exits, automatic gates, an ornamental metal fence, exterior security lighting and a wood fence with community mural.

PUC Central Pump Station Facility on Sloat Boulevard
BBR Paint Shop refinished the exterior of the Public Utilities Commission's Pump Station Facility. The ornamental features were highlighted to accentuate the facilities historical significance.

All Star Game Hanging Flower Basket On 3rd Street
The Sheet Metal Shop installed hanging flower basket brackets and signs for All Star week activities. BBR works with the community to help beautify city streets and structures.

Architecture and Engineering Bureaus

Architecture

The Bureau of Architecture (BOA) provides planning, design, and project management services for the renovation, modernization and new construction of City buildings. As a result of a renewed focus on capital planning, the bureau experienced a steady increase in demand for services in FY 2006-07.

In the past fiscal year, BOA's clients included the Recreation and Park Department, the Public Library, the Fire Department, the SF Public Utilities Commission (SFPUC), and Administrative Services. Projects ranged from construction of recreational centers, park facilities and libraries, to planning for an $800 million replacement of San Francisco General Hospital. BOA also assisted with the completion of the new 311 Call Center, located at One South Van Ness Avenue.

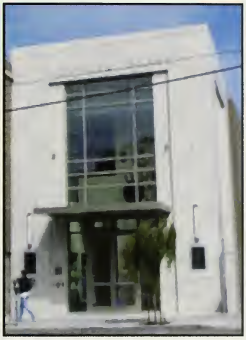
The Job Order Contract Program continues to expedite construction of small-to medium-sized building projects, tied to annual capital funding. During the past fiscal year, the program was used to contract more than $9.2 million in construction. With its predetermined unit costs, on-ca contractors and need for minimal design, it continues to be an asset in terms of customer satisfaction.

HIGHLIGHTS OF ARCHITECTURAL PROJECTS

Minnie and Lovie Ward Recreation Center
Construction continued on the $10.8 million replacement of one San Francisco's largest community facilities. Construction for the Minnie and Lovie Ward Recreation Center started in early 2006.

Joseph Lee Recreation Center
BOA finished the renovation and addition for this $6.7 million community Recreation Center in June 2007.

Western Addition Branch Library
BOA provided the design for modernization and seismic upgrade for the Western Addition Branch Library, part of the Branch Library Improvement Program. The project will be completed in the upcoming fiscal year.



Glen Park Branch Library
A new branch library was built in the Glen Park neighborhood. BOA, together with a team of consultants lead by Tom Eliot Fisch, provided interior design for the project.

311 Call Center
San Francisco's new 311 Call Center is now located in the City's latest office building acquisition at One South Van Ness Avenue. Studios Architecture designed the project and BOE provided construction services.

Bureau of Engineering

The Bureau of Engineering (BOE) provides engineering and landscape architectural planning and design services for Capital Projects worth $300 million as well as engineering consultation and management assistance for City-maintained streets, wastewater delivery, water facilities, seismic retrofit design, and structural design. This fiscal year, client departments included the Fire Department, Recreation and Park, Municipal Transportation Agency, SFPUC, and the Health Department. Projects are funded by sales tax and through other capital projects.

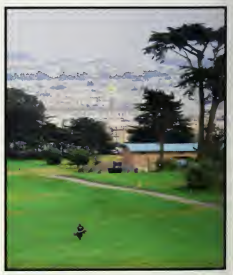
The **Hydraulic Section** provides planning, design, and consulting services for sewer replacement through a Repair and Replacement Program and the Five-Year Capital Improvement Program. The section responds to sewer emergencies and flooding complaints; develops and maintains a Sewer Geographic Information System; provides sewer and drainage design services to other departments; and assists the SFPUC in preparing the Sewer System Master Plan. During FY2006-07, the Hydraulic section was awarded the design of 20 projects totaling $35 million.

The **Mechanical Section** specializes in the design of building systems, industrial facilities and underground utilities. The Building Systems Group provides design for plumbing and fire protection systems for City buildings including hospitals, schools, laboratories, libraries, recreation centers, industrial facilities, City administration buildings and offices; and police and fire stations. The Underground Utilities Group designs, upgrades and improves the City's Auxiliary Water Supply System and large scale irrigation systems for the City's parks and green areas. The Industrial Facilities Group provides design services for water and wastewater pump stations and treatment plants, recycled water treatment plants, pump stations and distribution piping, energy recovery facilities and power plants.

The **Structural Engineering Section** specializes in the design of commercial and industrial buildings, retaining walls, roadway structures, bridges, tunnels and the seismic strengthening o buildings. The section also specializes in geotechnical studies and evaluations supporting everything from new building design to evaluation of landslides.

HIGHLIGHTS OF ENGINEERING PROJECTS

Lincoln Park Pump Station and Storage Tank Upgrade
One of the design services undertaken in FY 2006-07 is the Lincoln Park Pump Station and Storage Tank Upgrade. DPW partnered with SFPUC to design this Water System Improvement Program in Lincoln Park. The project consisted of a complete demolition of existing defunct and seismically deficient domestic water facilities, and its replacement with a new seismically resistant Pump Station and Storage Tank. The new facilities were designed to improve water circulation and water quality to San Francisco residents. Landscape enhancements were also made along the adjacent Lincoln Park golf course. Construction was completed in June 2007.



The Lincoln Park Pump Station

Central Pump Station

Built in 1915, the Central Pump Station had become vulnerable to damage from earthquakes, fire and is deteriorating from continual use. A number of improvements have enhanced the operational reliability and have increased its seismic stability. The improvements include seismically upgrading the aging pump station to an essential facility building. The historic exterior has been maintained with the majority of the reconstruction occurring inside the building. BOE's engineers gutted the interior, built a new foundation and roof and provided seismic bracing. Existing outdated electrical controls, switches and pumps have been replaced with updated, energy-efficient models. A new emergency generator system was constructed to ensure that the pump station will continue to be operational in the event of a power outage.

Stanyan Street Emergency Sewer Replacement

An existing structurally damaged sewer on Stanyan Street between Belgrave and Clarendon avenues was replaced. The SFPUC declared emergency an emergency in December 2006 and requested that BOE replace the failed sewer under an emergency contract. BOE engineers quickly completed the contract documents and selected a competitively priced contractor. The sewer was replaced using a pipe bursting method to expedite project completion and minimize excavation on this privately-maintained street. A portion of the hillside damaged during the process was also restored. The project was completed in January 2007.

Stanyan Street Emergency Sewer Replacement

Project Management Division

DPW plans, designs and oversees the construction of many capital projects on behalf of other City agencies, such as the Recreation and Park Department, the SFPUC, the Health Department and the San Francisco Police and Fire departments.

Major capital projects are typically funded through local, state or federal public financing programs, and occasionally from privately raised sources. Capital projects are managed by a select group of engineers and architects under the Project Management Division. These managers are responsible for delivering complex capital projects with aggressive schedules, and complex project reviews and approvals.

PROJECT HIGHTLIGHTS

Laguna Honda Hospital
In 1999, voters approved a bond measure to replace this almost century-old facility; the largest municipally owned and operated skilled nursing facility in the country. DPW is overseeing the $483 million project from planning through construction. Construction is currently underway and residents and staff are expected to start occupying the new building in late 2009.

Replacing the largest municipally owned and operated skilled nursing hospital in the country

Academy of Sciences

The Academy of Sciences is one of the world's largest natural history museums

One of the world's largest natural history museums is currently under construction in scenic Golden Gate Park. DPW provided comprehensive project management services, including helping with the selection of the renowned Italian architect Renzo Piano of Genoa to design the new Academy. The $302 million project will be completed in 2007 and open to the public in 2008.

Palace of Fine Arts Restoration

Originally built as part of the 1915 Panama-Pacific International Exposition, the Palace of Fine Arts was rebuilt in the 1960's in reinforced concrete. The Palace is a well-known and popular San Francisco historical landmark. DPW is leading a multi-phase restoration project. The repair of the rotunda roof, restoration of the lagoon and improvements to the eastern landscape are complete. In Fall 2007, DPW will start the seismic strengthening and architectural restoration of the rotunda and the colonnades. The $21 million project is expected to be complete by 2009.

Rotunda, Colonnade and Landscape Restoration are part of the multi-phase restoration project

Branch Libraries Seismic Upgrades and Renovations

Voters overwhelmingly passed a bond to refurbish and upgrade 17 of the City's branch libraries. DPW's Project Management Division is providing overall project management services for the Branch Library Improvement Program and two renovated branches in the Excelsior and West Portal have opened. Several branches are under construction and the Sunset, Marina and new Glen Park libraries will open in 2007. The upgrade will be complete in 2010.

West Portal Branch Library gets renovated

New addition to the Marina Branch Public Library

FUTURE PROJECTS

San Francisco General Hospital Seismic Retrofit
The current acute-care hospital does not meet mandated seismic safety requirements and it must comply with state law by 2013. One of the challenges will be to maintain service on site while construction is taking place.

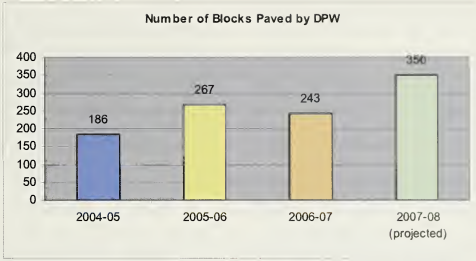
Hall of Justice/Justice Facilities Improvement Program
A program to seismically retrofit the Hall of Justice is also planned. The Hall of Justice, built in 1958, houses 13 superior courtrooms, two traffic courtrooms, and a secured detention facility for 800 prisoners. On a daily basis, in addition to the 1,400 building occupants, there are between 2,000 and 4,000 visitors.

Auxiliary Water Supply
The Auxiliary Water Supply System (AWSS) was constructed following the 1906 Great Earthquake and Fire to provide independent fire protection for the City of San Francisco. The system consists of 135 miles of high-pressure distribution lines and 1,600 high-pressure fire hydrants, 52 suction connections, two water storage tanks, 177 underground cisterns, two reservoirs, two pump stations, and two fireboats. Differential soil settlement has contributed to pipes and joint failures. The system has served the citizens of San Francisco well, but after more than eighty years of service and several earthquakes, the system requires upgrades and repairs worth between $89 and $144 million.

Bayview Transportation Improvements Project
The Bayview Transportation Improvements Project is an initiative to address traffic into and between the Bayview and Hunters Point areas. The goal is to discourage truck traffic from using Third Street and neighborhood residential streets and encourage it to take a more direct truck route. Funding for the project comes from a Federal Highway Administration grant matched by local funds from the San Francisco Redevelopment Agency. DPW is the local leading agency.

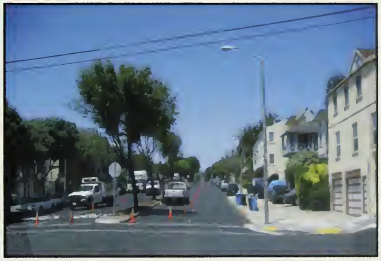
SoMa West Improvement Projects - Phase I
The Central Freeway Replacement Ancillary Projects were initiated by the San Francisco County Transportation Authority (SFCTA) to fund public improvements to enhance the urban fabric of the area, calm traffic, and improve transportation safety in the vicinity of the Central Freeway/Octavia Boulevard. The SFCTA will fund the projects with proceeds from the sale of parcels made available by the demolition of the Central Freeway. According to the most recent land value projections, the sale of the vacant parcels will generate approximately $5.75 million in revenue.

STREET RESURFACING PROGRAM



DPW maintains 12,458 street segments in the City and due to the traditional funding shortfall for street maintenance the department had concentrated its effort on emergency repair. Since 2005, however, DPW's resurfacing budget has substantially increased. During FY 2006-07, DPW has increased its road resurfacing program with a focus on preventative maintenance and strategic capital improvement. With a budget of $36.4 million, DPW paved 243 blocks this fiscal year, one of which had not been repaved since the 1960s. DPW is projected to pave 350 blocks in the upcoming year.

DPW also began efforts this fiscal year to improve street maintenance by increasing the efficiency of its pothole repair program. DPW linked its pothole repair with the department's Pavement Management and Mapping System (PMMS) that sets priorities for resurfacing City-maintained streets. Priorities are determined by pavement condition, type of street use, and transit routes.



Monterey Boulevard Renovation Project

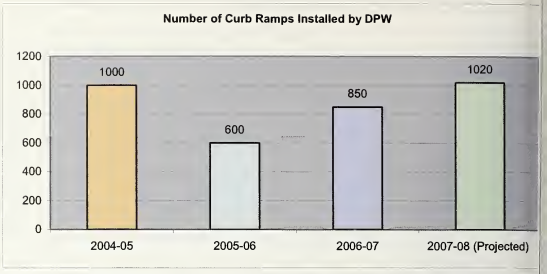
By following the excavation code, DPW has also improved maintenance coordination, kept the public informed of new street construction projects and minimized construction impacts to the public. In high-density areas, DPW has sometimes worked nights and weekends to minimize disruption to residents and businesses. Timely street paving has resulted in a smooth ride for transit riders, pedestrians, motorists and bicyclists, increasing the quality of life for San Franciscans while decreasing the tax burden for future generations.

DISABILITY ACCESS

Curb Ramps

DPW maintains approximately 7,200 street intersections in San Francisco. Some are not accessible for people with disabilities and some are partially or fully accessible. All public and private paving and construction projects are required to provide compliant curb ramps. Curb

ramp specific projects are also constructed citywide, with priority given to locations requested by persons who are disabled. DPW ensures that the entire intersection is evaluated to provide properly located curb ramps that comply with departmental standards and regulatory requirements. Curb ramps are essential for pedestrians on City sidewalks, for people with disabilities, and for seniors.



Sidewalks
DPW works to assure that sidewalks are accessible to persons with disabilities. In addition to its work to have sidewalk damage repaired, DPW adopts and enforces policies that establish requirements to maintain pedestrian accessibility adjacent to construction sites, through sidewalk scaffolding, around sidewalk tables and chairs; displays; and street trees.

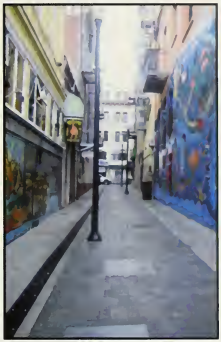
Buildings and Facilities
For capital projects delivered by the department, DPW provides professional accessibility consultation, facility evaluation, design review, permit application review, and compliance inspection services. This work includes many types of public buildings and facilities. Public and private projects in the public right-of-way are also reviewed for access compliance as part of the permit and inspection process.

Landscape Architecture

The Landscape Architecture Section provides planning, design and consultation services to agencies and departments responsible for the development, maintenance, and renovation of the City's rights of way, parks, squares, and open spaces. Clients include the SFPUC, Recreation and Park Department, and the MTA. Project designs completed during the this fiscal year include: Palo Alto Pump Station, Summit Pump Station, Stanford Heights Reservoir, San Bruno Avenue Landscape Improvements, Palace of Fine Arts Landscape Improvements Phase IIB, IIC, Potrero Del Sol Playground Renovation, Rolph Playground Renovation, Visitacion Valley - Tioga Park, Junipero Serra Playground Renovation, St. Mary's Playground Renovation, Pine Lake Landscape Improvements, Hamilton Pool Landscape Improvements, and Richmond Library Landscape Site Improvements. The design section is working on various planning, design, and construction projects for SFPUC, Recreation and Park Department, and the MTA.

HIGHLIGHTS OF LANDSCAPE ARCHITECTURAL PROJECTS

Jack Kerouac Alley Renovation



Jack Kerouac Alley is transformed

The renovation of Jack Kerouac Alley was completed in early February as phase four of the Chinatown Alleyway Master Plan. The $300,000 reconstruction project links the vibrant Chinatown and North Beach communities and is flanked by two historic North Beach institutions: City Lights Bookstore and Vesuvio's Bar, both at the epicenter of the Beatnik movement during the 1950's. San Franciscans celebrated the legacy of the "Beat Generation" writer Jack Kerouac by renaming this alley, formerly known as Adler Street. The alley's design, the result of a community planning process, conveys an "East meets West" concept, expressed in the bilingual bronze text cast into special concrete pavers embedded in the new cobblestone alley paving. English quotes evoke the alley's literary past, while Chinese quotes speak to universal truths about humanity. New pedestrian-scale ornamental light fixtures highlight the quotations and illuminate the alley for safety.

The renovation process also included a new sewer and storm drainage system. Thanks to the work of the Chinatown Community Development Center (CCDC), the street is now closed to vehicular traffic.

Golden Gate Park Music Concourse

The Music Concourse

This 11-acre concourse is the major cultural and civic space in San Francisco's Golden Gate Park, which itself is listed on the National Register of Historic Places. The Secretary of the Interior's Standard for the Treatment of Historic Properties was the guiding principle behind this important project. Surrounded by the M.H. de Young Museum and the California Academy of Sciences—both new buildings by world-renowned architects—the Music Concourse is comprised of a large, central sunken space with a bosque of pollarded trees, paths, benches, fountains, and the Spreckels Temple of Music band shell anchoring one end.

At the start of the project, the site's stairs and walkways had structural problems, turf areas had been degraded by gophers, and the Concourse's trees and hedges were aging or missing. In recent years, the space has been affected by the adjacent museum construction and a new underground parking garage. The site also needed to meet new accessibility guidelines, and all rehabilitation had to avoid adversely affecting the historic design.

The $9 million rehabilitation project preserved the historic bosque of pollarded trees in the Concourse bowl, repaved all surfaces, replanted turf and shrub areas, and added new benches and other site furnishings. Missing trees were replaced to fill out the bosque, one of the defining features of the site.

Golden Gate Park's Music Concourse

The existing roadway around the Music Concourse was narrowed to a single lane for traffic calming, and bicycle and pedestrian safety improvements were incorporated in the design, thereby strengthening the role of the upper and lower promenades around the perimeter of the bowl. Accessible pathways and the addition of more than 170 park benches offer visitors a chance to linger and enjoy the combination of the historic landscape and the modern museum buildings.

Rossi Playground

A renovated Rossi Playground in San Francisco's Richmond District

This beautifully renovated park in the City's Richmond District opened in May 2007. The project was completed on schedule. The design team partnered with the Friends of Rossi Park to develop concepts and arrived at an excellent master plan. The designers provided many sculptural play structures and placed them amidst a lush landscaped setting of lawn, flowering shrubs and existing specimen trees.

Bureau of Construction Management

Architectural Construction Services
All building construction, big or small, falls under the Architectural Construction Services Section of the Bureau of Construction Management (BCM) at DPW. The Section's engineers, architects and inspectors manage construction contracts for many City departments. Project range from parking garages to libraries to fire stations. The engineers handle new buildings as well as small renovations. The Architectural Construction Services Section ensures that public buildings are built according to the latest construction codes, safely, on time and within budget. By doing so, the engineers ensure that the public's tax dollars generated from bond programs are used efficiently.

Sewer Replacement Projects
BCM's General Construction Services Division provides construction management for construction projects for several City departments, including SFPUC's Sewer Program. In addition to ensuring that the quality of construction performed by private contractors is satisfactory, the team is responsible for keeping projects on schedule and within budget.

Bureau of Street Use and Mapping

The Bureau of Street Use and Mapping (BSM) ensures that city sidewalks and streets are safe and accessible. The bureau is responsible for permitting uses of the public right of way and maintains the official city map. BSM protects and enhances the public right-of-way through the issuance of permits for work and ensures that work is done according to applicable codes. BSM enhances the public right-of-way through the Utility Undergrounding Program, Automatic Public Toilet Program, the Newsrack Program, and others.

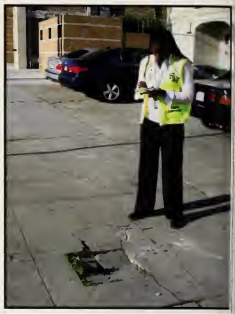
The Monument Preservation Fund has been in place for the entire fiscal year. The fund is used to maintain more than 3,000 survey monuments found in the public right-of-way. The monuments are used to determine property lines, roadway configurations and describe the legal boundaries of all properties within the City. During FY 2006-07, BSM collected $155,000 in funds and inspected and repaired 104 monuments.

New Restoration Standards have been implemented through amendments to the Public Works Code and Excavation Regulations. The new regulations govern work in the roadway and the manner in which excavations are restored. Restoration standards require contractors to repair the roadway surface to a condition that is equal to or better than prior to the commencement of the work.

The Sidewalk Improvement and Repair Program was initiated during the present fiscal year to inspect and repair all of the City's sidewalks on a 25-year cycle. The program increases pedestrian safety while making it easier and less expensive for property owners to comply with City and state codes that require them to maintain their sidewalks. The program allows private property owners to include necessary sidewalk repairs in large-scale sidewalk repair contracts negotiated by the City, resulting in greater cost efficiencies and expedited repairs.

Program areas were selected by zoning, residential population density, proximity to MUNI routes, nearby schools, senior housing, and hospitals. During the initial stages of the program, DPW notified property owners in affected neighborhoods and inspected, identified and mapped damaged. During the last half of FY 2006-07, the program inspected 33 square blocks and repaired 10,985 square feet of damaged sidewalk. The approval of a new $1.2 million fund together with increased communication allowed for greater and more extensive repairs.

News Rack Program
The News Rack Program installed new pedestal mounted units throughout the downtown area including around AT&T Ball Park. During the fiscal year, 218 units were installed resulting in the removal of 1,470 freestanding news racks.



DPW employee inspects sidewalks

Highlights Of Street Use and Mapping Projects

Inspection Division Staff/Personal Digital Assistant
Staff uses PDAs to collect data in the field and download it directly to reports, forms and mail services. This technology improvement implemented by BSM staff has improved customer service and allowed the full implementation of the Sidewalk Improvement and Repair Program.

Interdepartmental Work Orders Increased
BSM survey group increased Interdepartmental Work Orders by over 100%. The field survey team has worked with other governmental agencies to provide cost effective field services for operational and capital projects. The field surveyors mapped infrastructure for the SFPUC and existing field conditions for the Joint Powers Board.

Program Summary	FY 2006/07
Permits Issued	17,810
Requests for Action Received by Inspection Division	6,003 requests received (37% received response within 48 hours)
Utility Infrastructure Undergrounded	5.01 miles
Pedmount Newsracks Installed	286
Mapping Backlog	Reduced by 14%

Office of Financial Management and Administration
Deputy Director, Robert Carlson

Payroll and Personnel Division
This year, the Department of Public Works' Payroll and Personnel Division was consolidated under the General Services Agency (GSA) organization. The integration of the Department of Public Works' Human Resources into the General Services Agency Human Resources will provide the opportunity to consolidate functions, streamline processes, allow for cross-training and provide a broader platform for staff development. The consolidation of the human resources functions will improve Human Resources service programs and service delivery through a more flexible workforce with a broader and deeper base of expertise.

The Payroll and Personnel Division supported several important initiatives, including the recruitment and staffing of employees to support DPW's Operations bureaus, including the Bureau of Street Environmental Services, the 7501 apprentice program, and the implementation of the Department of Human Resources' Position Based Testing Program that helped eliminate the number of provisional hires and accelerate the permanent hiring process for DPW.

Computer Services
The Computer Services Division designs, programs, operates and maintains all Department-wide and many Bureau-specific automated information systems needed to support DPW goals and objectives. Services include planning, software development, network and hardware installation and operations. The division provides comprehensive IBM AS/400, Local Area Network (LAN), Wide Area Network (WAN), and PC (and compatible) hardware, software, network and support services. During FY 2006-07, the Computer Services Division completed IT infrastructure upgrade at DPW's Corporation Yard, planned for a switch from the AS400 Computer System, and customized special financial reports for client departments. The Computer Services Division is currently focused on upgrading the existing client systems and on integrating the DPW systems with the new 311 Customer Service Center.

Finance and Budget
The Finance and Budget Division is responsible for budget preparation and negotiation, grant writing and administration, financial planning, capital planning, analysis and reporting. The Division develops reports and prepares analyses to implement and control DPW projects and programs. Specifically, the division coordinates the annual budget process; prepares an annual Indirect Cost Plan which allows fair allocation of overhead costs across all programs, projects and funding sources; participates in capital planning efforts and bond authorizations; develops departmental capital plans and grant proposals; prepares financial management reports; and coordinates reporting on DPW's performance through the City's performance measurement system and SF Stat.

This past year, the Finance and Budget Division analyzed the City's Asphalt Plant and compared the costs and benefits of maintaining the City-operated plant; managed a study of mechanical street sweeping in San Francisco; coordinated DPW's action plan in response to the 2007 Management Audit of the Department; and successfully managed the department's budget through the City's process, which included expansion of the Community Corridors Partnership

Program to an additional 100 blocks. For the first time, the Finance and Budget Division provided funding for maintenance of trees, medians, and irrigation systems through the citywide Capital Plan and Annual Capital Budget.

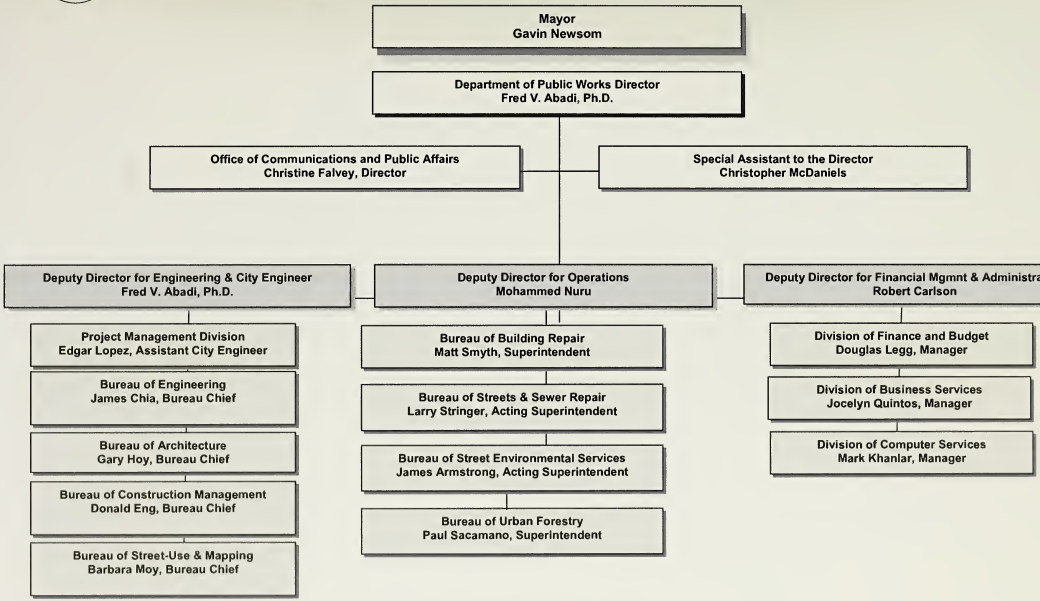
Business Services Division
The Business Services Division is responsible for reviewing and processing the Department's accounting and purchasing transactions in the City's online system (FAMIS and ADPICS); preparing grant and other agency billings; processing job orders; performing account analyses; and coordinating citywide and grant audits. The division is also responsible for contract administration and compliance including development and administration of the competitive bid processes for both construction and professional services.

Significant projects included the Requisition Automation Tracking System (RAS, formerly called RAT) which shortened the processing time for proving orders, expediting merchandise deliveries and payments to vendors; participation in a citywide effort to improve timely processing of contracts and payment of vendors; development and distribution of project and client reports to control projects expenditures; and participation in DPW's efforts to provide customer service and improve communication with client departments. Collaboration efforts with the Finance and Budget group as well as the Library Department resulted in better control and reporting of project expenditures.

Environmental Health and Safety
The Office of Environmental Health and Safety (EHS) promotes workplace health and safety through education, consultation and control of hazards. The goal of our office is to be injury free. In FY2006-07, EHS conducted various initiatives to achieve and maintain a safe and healthful workplace including: reissuing a departmental safety policy statement and distributing it to all employees; posting statement at worksites and adding it to our policy manual; implementing a wellness program as part of the Mayor's Shape Up San Francisco Campaign; and conducting a targeted intervention to reduce risk factors in a work group that had a high injury rate. The Bureau of Urban Forestry, Cement Shop was selected for the implementation of a targeted intervention to reduce job injuries. After identifying risk factors, EHS implemented four controls: daily pre-shift stretching, proper use of personal protective equipment, use of newer/lighter jackhammers, and development of new work procedures for demolition that reduce the risk of injury.

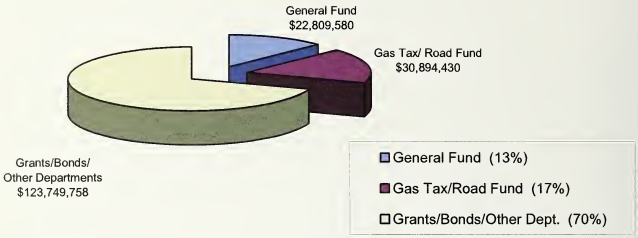
Training and Development
The Training department continues to expand the services it provides to DPW. This past year, the unit focused on supporting the Mayor's mandate to provide supervisory skills training to new supervisors. The training department offered opportunities for supervisory academies tailored to the Operations and the Engineering bureaus, as well as catalog workshops for individual supervisory skills, such as progressive discipline, performance management, writing appraisals and coaching/feedback. Training is available to new and experienced supervisors, as well as those interested in becoming supervisors. One of our key goals for the next fiscal year will be to continue to provide this training and refine the programs based on participants' feedback.

DEPARTMENT OF PUBLIC WORKS
Organizational Chart
Fiscal Year 2006/2007

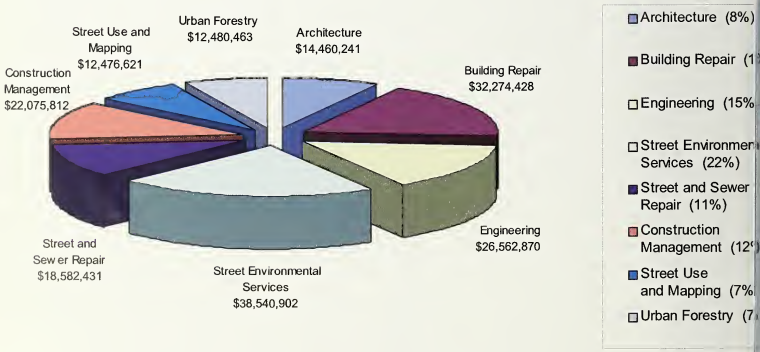


FISCAL YEAR 2006-07
Operating Budget

SOURCES OF FUNDS



USE OF FUNDS BY BUREAU



eaning Encampments at Golden Gate Park

ower Washing Sidewalks

DPW Inspecting Sidewalks

stalling Potted Plants on Van Ness Avenue

Services provided by the Department of Public Works

3-1-1 Customer Service Line

Adopt-A-Street Program

Arbor Day

Architecture Services

Automatic Public Toilets

Capital Improvement Projects

Community Clean Team

Community Corridors Partnership Program

Condominium Conversion

Construction Contracting Task Force

Disability Access

Enforcement

Engineering Services

Graffiti Removal

Graffiti Watch

Litter Receptacles

Maintenance of Public Buildings

Median Maintenance and Landscaping

Mechanical Street Cleaning

News Rack Program

Permits (Trees, Street-Use & Excavation, Sidewalk Encroachment, etc)

Plaza Cleaning

Pothole Repair

Public Litter Receptacles

Sidewalk/Roadway Inspections

Sidewalk Repair and Improvement Program

Street Construction Coordination

Street Parks

Street Reconstruction

Street Repair

Street Resurfacing

Street Trees

Subdivision and Mapping

Utility Undergrounding

Produced by DPW's Office of Communications and Public Affairs

sfgov.org/dpw
3-1-1

Improving the Quality of Life in San Francisco

WE ARE DEDICATED INDIVIDUALS COMMITTED TO TEAMWORK, CUSTOMER SERVICE AND CONTINUOUS IMPROVEMENT IN PARTNERSHIP WITH THE COMMUNITY

SF
P85
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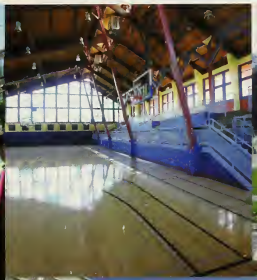
2007 -
2008



DEPARTMENT OF PUBLIC WORKS

ANNUAL REPORT 2007 – 2008

Mayor Gavin Newsom

Department of Public Works Director
Edward D. Reiskin

ver photos (clockwise from top left):
lean Team volunteers plant trees
pper Noe Recreation Center
alifornia Academy of Sciences Project
aguna Honda Hospital
Murphy Clubhouse

sitacion Valley Greenway

City Hall Dome Window Renovation

Potrero del Sol Park Renovation

San Bruno Avenue Streetscape Improvements

San Francisco Department of Public Works

FY 2007-2008 Annual Report

Gavin Newsom
Mayor

Edwin M. Lee
City Administrator

Edward D. Reiskin
Director, Department of Public Works

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Mission Statement

"Improving the Quality Of Life in San Francisco"

We are dedicated individuals committed to teamwork, customer service and continuous improvement in partnership with the community.

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A Message from the Director

The Department of Public Works (DPW) serves residents, merchants and visitors of San Francisco with a focus on quality customer service, teamwork, and continuous improvement. Public works services are vital to the lives of every person in San Francisco. They include managing street construction and resurfacing, planting and maintaining city-owned street trees; designing, constructing and maintaining city-owned facilities; inspecting sidewalks and roadways; constructing curb ramps; cleaning streets and public spaces; removing graffiti; and leading volunteer activities that clean and green our City.

DPW embarked on and completed several projects this fiscal year that improved the quality of life in San Francisco. From small neighborhood beautification projects to internationally-recognized capital improvements, DPW has served San Francisco with the highest level of innovation and customer service. DPW is especially proud of its role in delivering the new California Academy of Sciences, which received a Leadership in Energy and Environmental Design (LEED) platinum rating and opened to the public September 2008. The department continues to deliver high quality library upgrades through the Branch Library Improvement Program, which will upgrade 24 of the City's branch libraries by 2011.

DPW carries out its mission through partnerships with the community and this fiscal year, the department led thousands of volunteers in dozens of community beautification projects including, large scale tree plantings in the Western Addition, graffiti abatement throughout the City and transformed vacant public land into beautiful gardens. DPW continued to work closely with the City's 311 Customer Service Center to streamline public requests for public works services. Our partnership with 311 allows DPW to receive timely information from the public about neighborhood needs, dispatch crews quickly, and track our results.

During the fiscal year 2008-09, DPW will embark on a Mechanical Sweeping Improvement Program to align our street cleaning services with neighborhood needs. We will also embark on a strategic planning process to guide our work over the next three years and we will pursue an accreditation with the American Public Works Association. These endeavors ensure we are delivering our services to the highest level of quality, while serving the needs of our residents.

This Annual Report provides information about the important work performed by our committed staff and outlines our achievements. Your feedback is welcome. If you have questions or comments, please go to sfgov.org/dpw or contact my office at 554-6920. An open dialogue with the public is important to the success of DPW and I look forward to hearing from you.

Sincerely,

Edward D. Reiskin
Director, Department of Public Works

Overview

The Department of Public Works is responsible for the care and maintenance of San Francisco's streets and much of its infrastructure. The department designs, builds, resurfaces and cleans streets; plants and maintains city street trees; designs, constructs and maintains city-owned facilities; conducts sidewalk and roadway inspections, constructs curb ramps, provides mechanical and manual street cleaning, removes graffiti from public property; and partners with the diverse neighborhoods in San Francisco. DPW serves San Francisco residents, merchants and visitors 24 hours a day and seven days a week with a workforce of approximately 1,500 employees.

The agency is comprised of:

Operations Bureaus

Bureau of Building Repair (BBR)
Bureau of Streets and Sewer Repair (BSSR)
Bureau of Street and Environmental Services (BSES)
Bureau of Urban Forestry (BUF)
Community Programs

Engineering Bureaus

Bureau of Project Management (BPM)
Bureau of Engineering (BOE)
Bureau of Architecture (BOA)
Bureau of Construction Management (BCM)
Bureau of Street-Use and Mapping (BSM)

Office of Finance and Administration

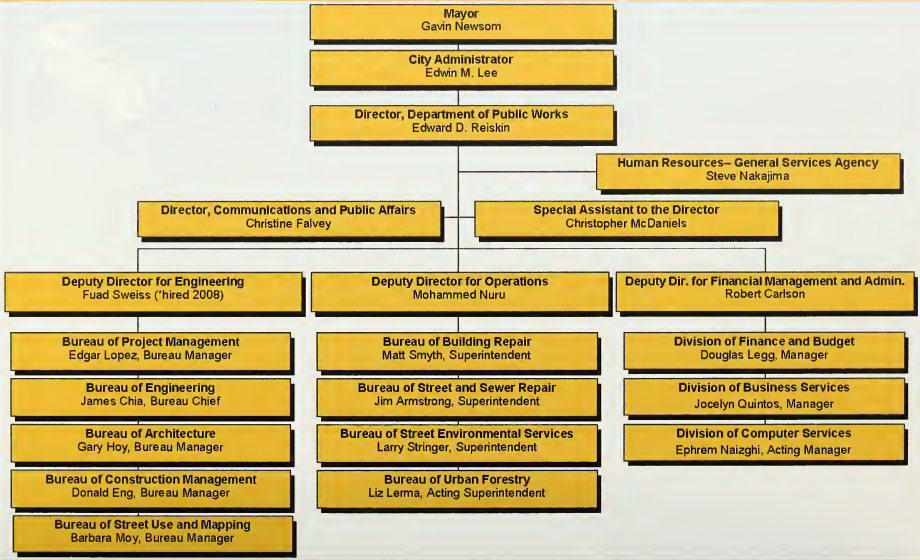
Finance and Budget Division
Business Services Division
Computer Services Division

Office of Communications and Public Affairs

General Services Agency

Environmental Health and Safety
Training and Development

Department of Public Works Organizational Chart



Graffiti Removal
DPW issues private property owners Notices of Violation alerting them to remove graffiti from their buildings. DPW's Bureau of Street Environmental Services notified 4,539 owners in FY 2007-08.

DPW provides graffiti abatement services to other city agencies and strives to meet Mayor Newsom's goal of abating graffiti within 48 hours of a report. DPW abates graffiti on city property, documents the work, and sends an invoice to the responsible agency. In 07-08, DPW abated 41,773 street structures and painted over 810,000 square feet of vandalized property.

Mechanical Street Cleaning
Mechanical Street Sweeping is the core of DPW's street cleaning program. In fiscal year 2007-08, more than 90 percent of all City streets were swept mechanically at least once per week, with several being swept seven times per week. DPW cleaned more than 150,000 curb miles and removed 27,807 tons of debris from San Francisco's streets this fiscal year.

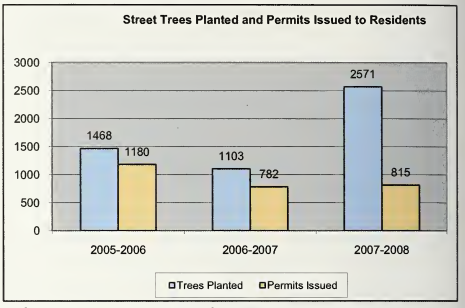
This fiscal year, DPW continued to study the effectiveness of its Mechanical Street Sweeping Program. Several studies and reports have suggested that DPW's operations could improve by adjusting frequency and still keeping the City clean. DPW recently developed standards for its mechanical street sweeping program; published a Street Maintenance Standards Manual and Evaluation Form to evaluate efficiency and effectiveness; solicited an objective analysis of our work comparing it to best practices in other cities and against industry standards by hiring an independent consultant; and considered a Controller's Annual Report on Parks, Streets, and Sidewalk Maintenance, which suggests changes to the program based on data that rated some streets clean just before scheduled mechanical sweeping. As a result of this comprehensive evaluation, DPW will change the frequency of mechanical street sweeping on city streets where data and customer feedback indicate that we can adjust our schedules with minimal impact on cleanliness. Changes will occur during fiscal year 2008-09.

Bureau of Urban Forestry

The Bureau of Urban Forestry (BUF) plants and maintains street trees, maintains and protects medians and other open space, and supports the greening efforts of residents through the issuance of permits to plant trees, outreach, and code enforcement.

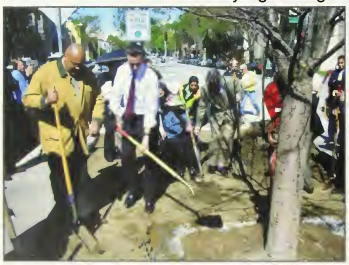
Planting Street Trees

With the continuation of Mayor Newsom's greening initiative to plant 5,000 trees per year, DPW is responsible for more street trees than at any previous time. The Department now maintains about 35,000 street trees and it is estimated that other agencies and private property owners maintain about 60,000 street trees.



This past year, the San Francisco Giants donated enough funding to plant trees in 800 empty tree basins throughout the City.

The 2008 Arbor Day celebration occurred along Webster Street, and adjacent streets in the Western Addition neighborhood. DPW planted 45 trees and 99 shrubs with community volunteers and children from around the City. As part of the celebration, a Green Resource Fair was held that included major greening non-profits and agencies providing public education about tree planting, sidewalk landscaping, recycling and many more environmentally focused initiatives and programs. Tree crews from BUF demonstrated tree climbing and tree maintenance and care. The weeklong Arbor Day celebration was kicked off with the transformation of a cement median into a garden and the planting of a flowering Cherry tree on Webster Street at Grove Street, in honor of community artist, Ruth Asawa, who was present for the tree dedication by the Mayor.



Deputy Director for Operations, Mohammed Nuru, and Mayor Gavin Newsom plant a ceremonial tree for Arbor Day 2008.

Beautification and Maintenance
DPW continued significant beautification projects throughout San Francisco in 2007-08. These projects unify and green our neighborhoods and commercial corridors while improving major gateways into the City.

The Bureau concentrated maintenance efforts along Sunset Boulevard, removing dead and declining trees, and pruning many large pines and cypress trees for public safety. Other large corridors also received maintenance including Folsom, Guerrero, Hyde and Pine streets, Junipero Serra Boulevard, Persia Avenue, and along Van Ness Avenue.

Significant Greening Projects

- Transformed a cement triangle median at the Duboce Avenue and Mission Street intersection into a garden with irrigation. This effort was completed in collaboration with DPW's Bureau of Building Repair and Caltrans.
- Installed drought tolerant plants, boulders and decomposed granite at the intersection of Golden Gate Avenue and Taylor Street.
- Installed a fence and added new landscaping on a median along Geary Boulevard from Divisadero Street to Baker Street with partners at Kaiser Permanente. In addition to beautifying the area, it also deterred people from jaywalking.
- Built a new landscape median and planted nine olive and four cherry trees at the parking lot on Van Ness Avenue at North Point Street.
- Performed semi-annual maintenance of 81 hanging flower baskets.
- Applied wood chips at all on and off ramps at Highways 80, 101 and 280.
- Planted and installed flax in large fiberglass planters along Alemany Boulevard at Brotherhood Way and Portola Street at Twin Peaks Boulevard medians.
- Began developing a tree farm at Log Cabin Ranch in La Honda by co-hosting three volunteer workdays in partnership with the Juvenile Probation Department.

BUF hosted the Summer Youth Program with Mission Neighborhood Center, creating 120 jobs for youth for a ten week period during the summer. The program serves young adults, ages 16-24, from a variety of communities, including single mothers and fathers, youth on gang injunction lists, on probation, and from public housing, who came together and performed large landscape maintenance projects throughout the City. The program not only provides work opportunities for youth, but also inspires them to consider careers in urban forestry. In addition, BUF planted 250 trees citywide through its 7501 Horticulture Training Program, which provides entry level positions to individuals transitioning into gardening jobs.

Sidewalk Maintenance
The BUF Cement Shop provides repairs for right-of-way street structures such as stairways, landings, retaining walls, and walkways using gas tax funding. BUF also uses local sales tax funds to provide cement repairs around City-maintained trees including sidewalks, curbs and gutters damaged by tree roots.

The Cement Shop created 1,450 sidewalk basins for new tree plantings for the Mayor's tree planting initiative this year. BUF and the Bureau of Engineering built 376 accessible curb ramps with yellow, detectable surfaces on sidewalks to improve access for people with disabilities. The Cement Shop also provided maintenance and repair to City-owned buildings such as fire stations, police facilities, Laguna Honda Hospital and City College.

Bureau of Street and Sewer Repair

The Bureau of Street and Sewer Repair (BSSR) keeps the streets of the City safe for motorists, bicyclists, pedestrians and commercial vehicles through its pothole and patching programs and sewer repair work.

BSSR:

- Responded to more than 13,000 roadway defects
- Patch paved 185,000 square feet of street surface
- Used 2,700 tons of asphalt for pothole and patching

Street Resurfacing
BSSR works in partnership with DPW's Bureau of Engineering to resurface City streets. During the fiscal year, BSSR paved 94 blocks. A large percentage of these blocks were resurfaced with 15 percent recycled asphalt pavement supplied by the City's own asphalt plant.

DPW developed a new cost-effective Proactive Pothole Sweeping Program that prioritizes patch routes based on street pavement scores and data, including traffic volumes, and the presence of bike lanes and bus routes. Through this program, the department can focus its resources in areas where potholes likely exist and where the street usage is the highest.

The department expects that pothole complaints will decrease as crews find and fill more potholes proactively. The program also tracks sewer depressions to quickly identify sewer repair needs.

Sewer Repair
The City's sewer system is comprised of several treatment plants, large box storage structures and a system of main and side sewer collection pipes located under the streets. Broken sewer pipes can cause street cave-ins and roadway depressions also known as sink holes, which are a public safety hazard. DPW crews responded and placed more than 1,200 tons of asphalt related to sewer repairs and depressions at the direction of the SF Public Utilities Commission (SFPUC). DPW repairs sewers so that sewage backups, street collapses and basement floodings are minimized. The bureau made 287 sewer related repairs this fiscal year.

Trenches
A variety of agencies and contractors excavate trenches in City streets in order to install, repair and maintain utilities. To reduce the inconvenience and danger to the public that open trenches can pose, DPW paves trenches to a seamless and smooth street. This past year, BSSR paved 88,500 square feet of trenches along city streets—restoring them to a smooth condition.

Asphalt Plant
The Municipal Asphalt Plant produces hot asphalt for DPW crews to pave and fill potholes. The plant produced more than 36,000 tons of hot asphalt this past year, the largest amount it has produced in 15 years. DPW also sold nearly 20,000 tons of asphalt to private contractors.

Currently, DPW includes 15 percent recycled asphalt in the asphalt it produces. And as the technology evolves, DPW hopes to fill potholes and patch pave more streets with recycled materials, minimizing the impact to the environment and decreasing debris that goes to the landfill. DPW provided a demonstration of an asphalt recycler; which showed the production of the material using 100 percent recycled products.

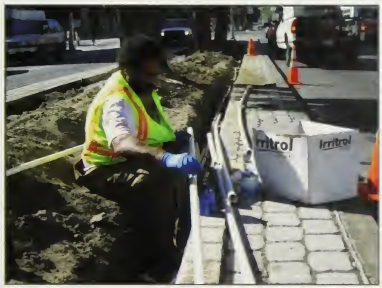
Sand Removal at Ocean Beach
BSSR manages and oversees the relocation of sand along Ocean Beach. This effort allows the City to reuse and redistribute sand while minimizing recession along the beach front. This past year, DPW relocated 75,000 cubic yards of sand from the promenade, a walkway along Ocean Beach, to low-lying areas south of Sloat Boulevard.

Bureau of Building Repair (BBR)

The Bureau of Building Repair (BBR) provides construction, repair, remodeling, and facility management services to City-owned buildings. BBR is also responsible for providing operations, maintenance, and custodial services for DPW facilities and other City departments including emergency repair services, 24-hours a day.

Highlights include:

Van Ness Avenue Irrigation Repairs
BBR repaired and replaced irrigation lines along the median on Van Ness Avenue. These repairs prevented the irrigation system from further leaks while helping to sustain the beauty of the landscape.



Youth Guidance Center Court Improvement Project
The project provided the courts with new ballistic resistant glazing, Heating Ventilation and Air Conditioning (HVAC) heat pumps, energy efficient lighting and interior court space painting/restoration.

Alemany Trumble Stair Structure Lighting Enhancement
BBR installed pedestrian lights to illuminate the stairway at Alemany and Trumble Streets.

Francisco Stairway Replacement Project
The Francisco Stairway, located between Grant Avenue and Kearny Street, received a major facelift. The stairway is an important structure that links the Telegraph Hill and North Beach neighborhoods. This was a team effort that involved BBR, BUF and crews from DPW's Engineering bureaus. The project is a multi-phase effort with Phase III scheduled in 2009.

EMERGE Project Space Improvements
BBR removed and installed 4,000 square feet of flooring and constructed a stairway at a city-owned building located at 25 Van Ness Avenue. The project included interior and exterior retrofits. BBR installed pendant energy efficient light fixtures, provided electrical services, fabricated and installed chair rails, and painted the interior of the building.

Caulking Project for 1650 Mission
BBR repaired leaks at 1650 Mission Street. BBR coordinated the scaffolding and caulked glazing to eliminate water intrusion. The interior walls and ceiling were also cleaned of water stains.

Community Programs

Adopt-A-Street
The Adopt-A-Street Program is a public and private partnership between the City and its residents and merchants to keep the sidewalks clean and beautiful. The program is simple: groups or individuals agree to adopt a block and take responsibility for keeping it clean of litter, graffiti and illegal dumping. In return, DPW provides free cleaning supplies, trash pickup, and support for neighborhood clean ups and public

recognition. During this fiscal year, 118 new members joined the program, bringing the total membership number to 1,379. Adopt-A-Street was founded in 1998 and celebrated its 10th Anniversary this year during Public Works Week. The event honored volunteers who have been sweeping their sidewalks since the program began.

Community Clean Team

The Community Clean Team engages communities and volunteers in beautifying merchant corridors, schools, open spaces, parks and gardens by organizing a Saturday cleanup event in each of the City's eleven supervisorial districts. In FY year 07-08, more than 3,300 volunteers and 60 community groups participated.

Highlights include:

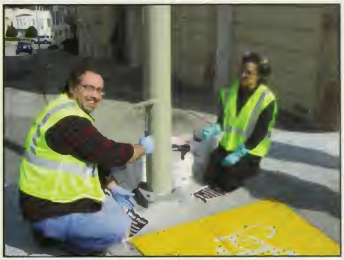
- Swept 325 blocks of sidewalks, curbs, and alleyways.
- Cleaned 3.6 miles of coastline.
- Planted 1,578 street trees, bushes, and plants.
- Cleaned 1,022 tree basins.
- Applied 231 cubic yard of wood chips on center medians, islands, lots, and parks.
- Removed graffiti from 3,000 pieces of public furniture and property.
- Removed graffiti from more than 86,000 square feet of public space.
- Cleaned eight public school campuses, community gardens, and parks.

The Community Clean Team dedicates an entire month to each supervisorial district with DPW and other city departments performing various street cleaning and neighborhood beautification work. The Clean Team produces additional cleanup events throughout the year at the request of community partners and neighborhood groups.

Clean Team partners include the Recreation and Parks Department, the Sheriff's Department, the Municipal Transportation Agency, the Mayor's Office of Neighborhood Services, SF Parks Trust, all of the District Supervisors' Offices, the Police Department, and the Department of the Environment, and Walgreens. By the end of the fiscal year, the San Francisco Housing Authority also partnered with the Clean Team; which resulted in the cleanup and beautification of four housing development sites.

Norcal Waste Systems, Inc. and San Francisco Clean City are also key partners in the program. They provide the Gigantic 3 Program, which offers residents bulky item drop off, recycling and composting opportunities during their district's Clean Team month. In 2007-2008, Norcal collected 211.4 tons of debris, with a 42 percent waste diversion rate.

Graffiti Watch



DPW's Graffiti Watch Program is a citywide volunteer effort to prevent and remove graffiti from public property, including street furniture such as post boxes, street signs, litter receptacles, utility poles and other surfaces that are defaced by taggers. During the past year, 74 volunteers signed up and participated in keeping a four-block area around where they live, work, or go to school free of graffiti.

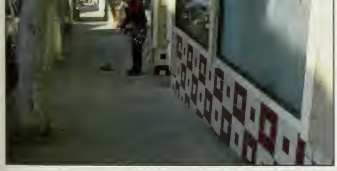
The program's goal is to keep San Francisco's streetscape graffiti-free through vigilant community involvement. DPW, working with the Graffiti Advisory Board, the Police Department and community leaders, empowers residents to take ownership of their neighborhoods.

Volunteers include residents, businesses, neighborhood improvement associations, and high school volunteer groups.

Community Corridors Partnership Program

The Community Corridors Partnership Program provides coordinated and expedited services San Francisco's merchant corridors to keep them clean, green, and vibrant. The pilot program began in 2006 when Mayor Gavin Newsom, in partnership with the Board of Supervisors, launched a citywide initiative to keep 200 of the busiest merchant corridors free of litter and graffiti. Since its inception, residents and merchants have noticed visible improvements to their corridors. Participation among merchants has also increased.

DPW employees, known as the Neighborhood Ambassadors, sweep litter from the sidewalk, clean tree basins, report graffiti and identify and resolve street conditions. DPW provides outreach to merchants to educate them about their responsibility to comply with city codes meant to keep streets clean. The program provides regularly scheduled 'Eco Blitzes' where city staff flush sidewalks, steam clean around litter receptacles, and abate litter.



The program improves the cleanliness of our most-traveled merchant corridors; educates merchants about City Codes and cleanliness standards; provides resources that empower merchants to care for their storefronts and sidewalks; and encourages property owners to form Community Benefits Districts.

Street Parks

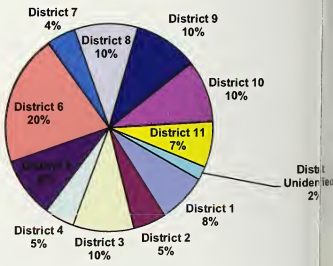
Street Parks is a partnership between DPW and the San Francisco Parks Trust to create public open-space gardens located on city-owned public rights-of-way with the partnership of neighborhood groups. There are numerous undeveloped public open spaces such as vacant lots, rights-of-way, street medians and weedy hillsides; which are in disrepair and subject to illegal dumping and other unwanted activity. A Street Park is a community-managed public open space that transforms these formerly unused plots of land into gardens.

During this fiscal year, garden tools company Fiskars awarded the Goettingen Neighborhood Street Park with $75,000 to support a complete garden makeover. The initiative included donated labor, design time, project coordination, tools, plants and all the necessary supplies. Since the Street Parks Program began in 2002, 170 people have registered to develop new gardens and street parks. There are now 28 completed street parks and 50 in progress.

311 Customer Service Center

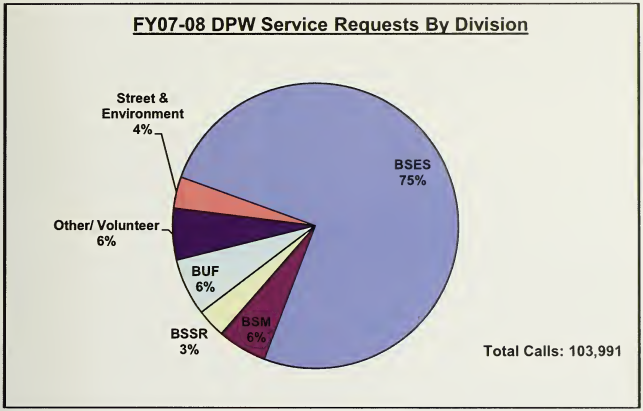
With the inception of the 311 Customer Service Center, service requests are electronically sent to DPW. This fiscal year, DPW processed nearly 118,000 reports, a 13 percent increase over last year. DPW personnel also utilize 311 to resolve issues. DPW resolved more than 36,000 service requests generated by DPW staff. Around 66 percent of the calls are resolved within 48 hours.

Total FY07-08 DPW Service Requests By Supervisorial District



DPW is responsible for the cleanliness of San Francisco's streets. Through the use of mechanical street sweepers, strategic litter receptacle placement, and manual cleaning efforts, the streets are kept clean. DPW works to educate

and partner with private property owners about the maintenance and cleanliness of sidewalks. DPW uses Green Machines to sweep sidewalks in heavily used commercial corridors.



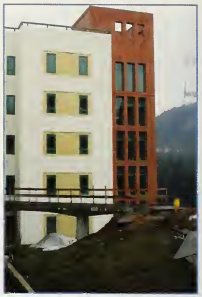
ENGINEERING AND ARCHITECTURE BUREAUS
Deputy Director, Fuad Sweiss

Bureau of Project Management

DPW's Project Management Bureau is responsible for delivering complex projects through the management of the planning, designing, documentation and construction process. The Bureau works on a variety of projects on behalf of City agencies including the Recreation and Park Department, the SFPUC, the Department of Public Health, and the San Francisco Police and Fire departments.

Major capital projects are typically funded through local, state or federal public financing programs, and occasionally in combination with privately raised sources. Capital projects are managed by a select group of engineers and architects within this bureau. These managers are responsible for delivering projects with aggressive schedules, and extensive reviews and approvals.

Highlights include:



Laguna Honda Hospital
In 1999, voters approved a bond measure to replace this almost century-old facility; the largest municipally owned and operated skilled nursing facility in the country. DPW is overseeing the $594 million project from planning through construction. Construction is currently underway and residents and staff will occupy the new building in 2010.

California Academy of Sciences
In 2000, voters passed a bond to build a new California Academy of Sciences. The Academy is one of the greenest buildings in the world with a Leadership in Energy and Environmental Design (LEED) platinum rating from the U.S. Green Building Council. The design of the Academy contains a natural history museum, a rainforest, the Steinhart Aquarium, and the Morrison Planetarium. DPW is provided project management services for the design and construction of the project. The California Academy of Sciences opened to the public in September 2008.

Palace of Fine Arts Restoration
The Palace of Fine Arts is a well-known and popular San Francisco historic landmark. Originally built as part of the 1915 Panama-Pacific International Exposition, the City rebuilt the Palace of Fine Arts in the 1960's with reinforced concrete.

DPW is leading a $21 million multi-phase restoration project that includes the repair of the

rotunda roof, the restoration of the lagoon, and improvements to the landscape.

This fiscal year, DPW provided oversight for the restoration of the rotunda and the colonnades. For the rotunda roof, the contractor abated hazardous materials; performed seismic strengthening of the rotunda ceiling support structure, and restored the plaster ceiling and plaster angels. The torus ring on the attic level also received additional anchorage, and masonry repair of critical spalls and cracks was performed. This included the waterproofing of all surfaces to protect the structure. The rotunda was completed in December 2008.

Branch Libraries Seismic Upgrades, Renovations and New Construction

Voters approved a program to refurbish and upgrade 24 of the City's branch libraries (16 renovations and eight new buildings). DPW's Project Management Bureau is leading the Branch Library Improvement Program (BLIP). To date, eight branch projects are complete, six projects are in construction and 10 are in design. The new Portola Branch Library and the renovated Richmond Branch Library open in early 2009. The entire program will be complete in 2011.

San Francisco General Hospital Rebuild Program

DPW's Project Management team is overseeing the rebuild of San Francisco General Hospital, which provides the city's only Trauma Center. The team is responsible for managing the design and construction plans for this project. This initiative includes extensive studies, reports, reviews, design concepts, and collaboration with stakeholders including the Department of Public Health. The design is slated for a LEED gold rating from the U.S. Green Building Council. The program to rebuild and seismically improve the hospital will be presented to the voters in the November 2008 election.

Future Projects:

Hall of Justice Facilities Improvement Program
In partnership with consultants and stakeholders, DPW developed a strategy for the implementation of the Joint Facilities Improvement Program (JFIP). The JFIP identifies distinct projects; while studying appropriate venues that will accommodate building users and patrons. DPW worked closely with city agencies to develop the strategy, including the Sheriff's Department, Police Department, Office of the Chief Medical Examiner, the Office of the District Attorney, the Office of the Public Defender, the Adult Probation Department, and the Superior Court.

SFPUC New Administration Building
DPW is managing the design of a 12-story office building that will house the SFPUC administrative offices. The building will be located at 525 Golden Gate Avenue. The 258,000 square feet state of the art building is designed to achieve a LEED platinum rating from the U.S. Green Building Council.

VIEW FROM FEDERAL PLAZA

Auxiliary Water Supply System Program
The Auxiliary Water Supply System (AWSS) was constructed following the 1906 Great Earthquake and Fire to provide independent fire protection for the City. The system consists of 135 miles of high-pressure distribution lines and 1,600 high-pressure fire hydrants, 52 suction connections, two water storage tanks, 177 underground cisterns, two reservoirs, two pump stations, and two fireboats.

DPW commissioned a study of the system to determine rehabilitation and retrofit needs. This report will provide an objective assessment of the AWSS. The report will include an evaluation of the day-to-day and post earthquake operations of the San Francisco Fire Department; an assessment of the AWSS core facilities (i.e. reservoir, tank, pump stations, pipelines); and will make recommendations to rehabilitate or retrofit the AWSS.

Bayview Transportation Improvement Project (BTIP)
DPW is leading the BTIP. The project addresses traffic in the Bayview Hunters Point and South Basin industrial area by developing a direct vehicular route between US Highway 101 and the north and south gateways of the Hunters Point Shipyard. DPW completed a draft report of an Environment Impact Report/Study; which will be published in 2009.

DPW coordinates this project with the Mayor's Office, the Redevelopment Agency and the San Francisco County Transportation Authority.

SoMa West Improvement Projects (Phase I)
Phase One of the SoMa West Project is part of the Central Freeway Replacement Ancillary Projects; which were initiated by the San Francisco County Transportation Authority. The SoMa Improvement Project will enhance the urban fabric of the area, calm traffic, and improve transportation safety in the vicinity of the Central Freeway/Octavia Boulevard.

It includes the construction of a new community garden at the end of McCoppin, construction of a landscaped center island on McCoppin St. between Otis and Valencia streets, and streetscape and traffic calming improvements at various alleyways (Stevenson between McCoppin and Duboce, Jessie between McCoppin and South end, Pearl between Market and Duboce, and Elgin Park between Market and Duboce).

Bureau of Architecture

The Bureau of Architecture (BOA) provides planning, design, and project management services for the renovation and new construction of City buildings and public spaces. The Bureau employees are licensed architects and Leadership in Energy and Environmental Design (LEED) Accredited Professionals. BOA experienced an increase in demand for services in FY 2007-08, which resulted in 15 projects.

This fiscal year, BOA's clients include the Recreation and Park Department, the Public Library, the SFPUC, and the General Services Administration. BOA staff also assisted in the City's 10-year Capital Plan and the development of the $887 million San Francisco General Hospital General Obligation Bond Program, which will be on the November 2008 ballot.

Highlights include:

Recreation and Park Facilities
BOA completed six recreation facilities with the opening of Minnie and Lovie Ward Recreation Center, Joseph Lee Recreation Center, Upper Noe Valley Recreation Center,

Rolph Clubhouse, Moscone Club House, and Coffman Pool. Construction is continuing on JP Murphy Playground and the Junipero Serra Clubhouses and the Hamilton Pool.

Library Facilities
BOA assisted with design renovations for the ground floor of the Main Public Library. Other branch library projects include the Western Addition, Richmond, Eureka Valley, Bernal Heights, and Potrero Hill. Designs are also underway for the Visitation Valley, Anza, Merced, and Ortega branch libraries. The libraries are designed to meet a Leader in Energy and Environmental Design (LEED) silver rating from the U.S. Green Building Council.

SF Public Utilities Commission Projects
BOA provides architectural services to the SFPUC Capital Improvement programs including support of the Water System Improvement Program (WSIP) and the Waste Water Treatment Plant (WWTP). This past year, BOA assisted in the delivery of several projects including the Bay Division Pipeline Three and Four, Hayward Fault Seismic Upgrade; the Southeast Treatment Plant Bldg. 850 HVAC Upgrade; Skyview Aquavista Pump Station; and the Sunol Pipeline Repair and Readiness Improvement Project.

Department of Public Health
BOA provided support for various projects for the Department of Public Health. The projects include the remodel of General Hospital's Ward 93 Substance Abuse Clinic, Castro Mission Health Center; Chinatown Health Center (Phase One); and the Southeast Health Center (Phase One).

BOA also completed designs and began construction for the trash compactor at General Hospital; the Southeast Health Center (Phase Two), the Ocean Park Health Center Renovation; and the SF General Hospital Traumatic Brain Injury Restroom.

Department of Emergency Management
BOA provided design and construction services to the Department of Emergency Management's headquarters at 1011 Turk Street and continues to designs the renovation of the 911 Dispatch Center there. BOA also designed and built a backup Emergency Operation Center as part of the second floor improvements to One South Van Ness Avenue.

Real Estate Projects
BOA completed renovations and tenant improvements to offices for the Real Estate Department, including 1650 Mission Street and One South Van Ness Avenue. These buildings house hundreds of city employees with the Human Services Agency, the Municipal Transportation Agency, and the Department of Technology. BOA also helped improve the City Hall dome windows with little impact to City services and visitors.

Bureau of Engineering

The Bureau of Engineering (BOE) provides engineering and landscape architectural planning and design services for Capital Projects as well as engineering consultation and management assistance for City-maintained streets, wastewater delivery, water facilities, seismic retrofit design, and structural design. This fiscal year, clients included the Fire Department, Recreation and Park Department, the Municipal Transportation Agency, the SFPUC, and the Department of Public Health.

Hydraulics Section
The Hydraulics Engineering Section provides planning, design, and consulting services for the City's sewer system with primary focus on the collection system. This Section provides services through SFPUC's Repair and Replacement Program and the Five-Year Capital Improvement Program. This Section responds to sewer emergencies and flooding complaints; develops and maintains a Sewer Geographic Information System; provides support to the SFPUC to improve sewer flow conveyance and collection system asset management, and assists the SFPUC with its Sewer System Master Plan. Services to other departments and private companies are also provided. During this fiscal year, the Hydraulic Engineering section prepared and awarded 18 projects, totaling approximately $24 million.

Highlights include:

Mission Street and Mount Vernon Avenue Sewer Improvement Project
BOE replaced and upgraded the sewer system along Mission Street and Mount Vernon Avenue .The design and construction of this project was managed by DPW and financed by the SFPUC. Construction cost was approximately $9.4 million.

California Street Pavement Renovation and Sewer Replacement
BOE quickly assessed the condition of a sewer system at California Street from Park Presidio to Arguello Boulevard prior to resurfacing. Under the City's Excavation Plan; all street construction work must be coordinated prior to street resurfacing to minimize disruption. The Hydraulic Engineering Section collaborated with DPW Streets and Highways Section to perform a joint contract for sewer and paving construction work worth

approximately $1.4 million. This project resulted in a newly paved street with an upgraded sewer system.

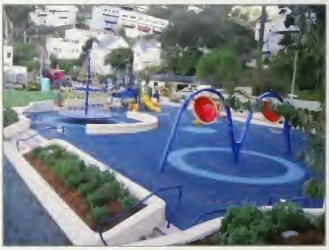
Landscape Architecture Section
The Landscape Architecture Section provides planning, design and consultation services to agencies responsible for the development, maintenance, and renovation of the city's rights of way, parks, squares, open spaces and other landscaped areas.

Highlights include:

- Forest Knolls Pump Station
- Alemany Pump Station
- Sunset Reservoir
- Stanford Heights Reservoir
- Mount Davidson Pump Station
- Polk Street Greening
- Franklin Square Playground Renovation
- Buena Vista Park Renovation
- Midtown Terrace Playground Renovation
- Sunnyside Conservatory Site Improvements
- Bernal Branch Library Site Improvements

The section continues to provide various planning, design, and construction services for City departments.

Sunnyside Playground Renovation
In November 2007, DPW completed a $2.4 million renovation of Sunnyside Playground, a terraced hillside neighborhood park. Improvements included a new community gathering space consisting of a children's play area, a regraded lawn providing for level play,



and a restroom/storage building. DPW built an oval-shaped patio terrace for socializing, exercise, and for special events. In addition, DPW repaved the tennis/basketball courts and service drive, and installed ornamental security fencing around the park perimeter.

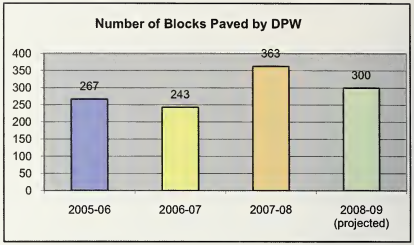
Visitacion Valley Greenway
The Visitacion Valley Greenway project, received the Robert C. Friese Award for Neighborhood Conservation from San Francisco Beautiful. The Greenway, consisting of a linear series of six parcels, functions as both a recreation area and an outdoor classroom for Visitacion Valley residents. DPW designed two parcels of the project including a hillside garden planted with California native plants, a children's play area, community vegetable and herb gardens, and a senior pavilion with art enrichment features.

Potrero del sol Park Renovation
The $2.3 million renovation of Potrero del Sol, a landscaped 4.5 acre park in the Mission District, opened to the public in June 2008. The project preserved the existing park's circulation pattern and sculpted landforms. The transformation included a 5,000 square-foot circular children's playground, a 10,000 square-foot skate park, and an informal soccer field. DPW installed a fence and newly paved pathways.

San Bruno Streetscape Improvements
San Bruno Avenue Streetscape Improvements is the first completed project of the Great Streets program. The scope of work included 120 new street trees, enlarged tree wells with Fortnight Lilies and decomposed granite, and the installation of banner poles and banners. Tree species selected for their beauty and suitability to the environment, include Scarlet Maple, Flowering Cherry, and Queen Palm. A Neighborhood Beautification Grant funded the vibrant new community-designed banners.

Streets and Highways Section

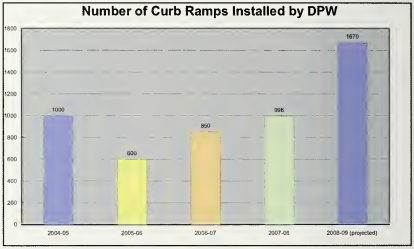
The Streets and Highways Section provides detailed services for the management of pavement renovations, curb ramps, capital projects, and mapping. Civil Engineers are responsible for preparing plans and specifications for existing street renovation projects. During the 2007-2008 fiscal year, DPW focused on preventative maintenance and strategic capital improvement. DPW paved 363 blocks with a budget of $36.4 million through the Road Resurfacing Program, which manages 12,458 street segments.



Disability Access

Curb Ramps

DPW maintains approximately 7,200 street intersections in San Francisco and provides professional consultation and services for capital projects to ensure accessibility issues are addressed. This work includes the review/audits of public buildings and facilities. Public and private projects in the public right-of-way are also reviewed for compliance as part of the permit and inspection process. DPW ensures that intersections are evaluated so that new curb ramps comply with state and federal requirements. During this fiscal year, 956 curb ramps were installed and constructed providing safe paths of travel for people with disabilities and pedestrians.



Structural Engineering Section

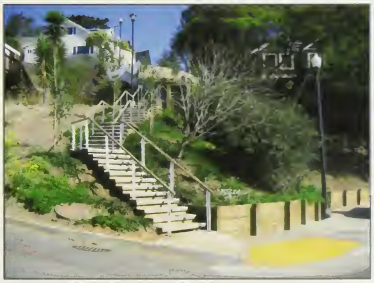
The Structural Engineering Section specializes in the design of commercial and industrial buildings, retaining walls, roadway structures, bridges, tunnels and the seismic strengthening of buildings. The section also specializes in geotechnical studies and evaluations supporting everything from new building design to evaluation of potential landslides. The Structural Engineering Section also works with DPW's Operations staff to renovate and construct existing and new street structures.

Ingerson-Griffith Bus Stop Apron Improvement Project
DPW built the Ingerson-Griffith Bus Stop in Bayview. Prior to the project, bus patrons were forced to stand on soil and landscaping while waiting for the bus. BOE led the project with BBR and BUF operations crew providing support to construct the bus apron and build an adjacent stairway to meet current American Disability Act (ADA) standards.

Bureau of Construction Management

The Bureau of Construction Management (BCM) provides oversight and ensures that all public works construction projects are consistent with technical plans and specifications, within budget, and completed in a timely manner. Bureau engineers, architects, and inspectors provide a wide range of services for City departments.

BCM Project Highlights include:



- Broadway Streetscape Phase Two
- Bernal Heights Improvements
- Mission Street and Mount Vernon Ave. Sewer System Improvement
- Larsen Park/Charlie Sava Pool
- Richmond Branch Library
- SFGH Medical Center Services Building Seismic Upgrade
- Portola Branch Library
- Ingleside Branch Library
- Ocean Park Medical Clinic
- Moscone Clubhouse
- Upper Noe Valley Recreation Center
- Junipero Serra Playground and Clubhouse
- Minnie & Lovie Ward Recreation Center
- JP Murphy Playground and Clubhouse Renovation
- Joseph Lee Recreation Center
- Coffman Pool Reconstruction
- Visitacion Valley Tioga Lots
- Potrero Del Sol Skate Park
- Mission Bay Development
- Mission Creek Park
- Hunters Point Shipyard Conversion

BCM's quality control efforts include materials testing for construction projects, environmental services, and enforcing construction and building codes.

Site Assessment and Remediation Division (SAR) provides environmental and construction services for City departments such as: site history, site investigation, and risk assessment; environmental planning; sediment characterization and coastal engineering; environmental regulatory compliance; environmental contract specifications; surveys, oversight and abatement for lead, asbestos, and other hazardous materials; environmental site remediation of soils and groundwater; compliance testing, permitting and removal of underground storage tanks; environmental monitoring and mitigation on construction projects; and materials special inspection and testing.

DPW Materials Testing Laboratory (MTL) is a fully certified testing laboratory. MTL allows DPW to provide professional quality control services to ensure that construction materials used in projects are in compliance with contract plans and specifications. Design consultation, plan and specification review, submittal review, quality assurance, concrete sampling and testing; soils and aggregate sampling and testing; and masonry, asphalt, welding, and reinforced steel testing are provided.

Bureau of Street Use and Mapping

The Bureau of Street Use and Mapping (BSM) ensure that sidewalks and streets are safe and accessible. BSM ensures the safety of the public by reviewing and issuing permits, conducting inspections of sidewalks, encroachments, and other uses of the public right of way, and manages the official city map, condominium conversions, and other subdivision activities. The Bureau is also responsible for enforcing and enhancing the public right of way through the Public Works Code.

In addition to inspections related to permitting, staff responds to public inquiries and coordinates activities on the public right of way with other city agencies, utility companies, and private construction contractors.

Highlights include:

Monument Preservation
In the 2007-2008 fiscal year, BSM systematically collected an inventory of all monuments citywide. BSM's Survey Division cross referenced this data with current information; allowing an accurate count and concise map of old and existing monuments.

Permits and Plan Checking with Building Process Re-Engineering
In Fiscal Year 2007-2008, BSM processed more than 26,000 permit applications and actively participated in the multi-agency Building Process Re-Engineering effort led by the Department of Building Inspection (DBI). This process involved a public/private collaboration with DBI, Planning, SFPUC, the Fire Department, the Redevelopment Agency, and building industry representatives to identify improvements to the building entitlement process and the permit review and issuance process. Through this initiative, BSM:

- established checklists for permit applicants to clearly define submittal requirements for each stage of the building permit application approval process;
- established a procedure for DBI staff to assist in identifying whether or not a building permit needs to be routed to DPW for review and/or approval; and
- improved DPW counter services at DBI where a permit applicant can drop-by at specified times for sign-off on permit applications or addenda by assigning additional DPW staff.

News Rack Program
During Fiscal Year 2007-2008, BSM installed 264 fixed pedestal news racks throughout the City. The program manages 550 fixed pedestal units and has removed more than 3,700 free standing units from City sidewalks.

Newly installed pedmount news rack.

Sidewalk Improvement and Repair Program
DPW's Sidewalk Improvement and Repair Program (SIRP) is a proactive approach to improving pedestrian safety on the City's right-of-way. The program allows inspectors to canvas public sidewalks and identify potential defects. DPW works with private property owners, businesses, and city agencies to fix damaged sidewalks in a timely manner. In Fiscal Year 2007-2008, BSM inspected nearly 2 million square feet of sidewalk and identified 148,772 square feet of damaged sidewalk. BSM contacted nearly 1,500 property owners, 613 public agencies and 588 private agencies to begin sidewalk repairs. More than 95 percent of these notices were completed within the deadline. Altogether, 100 square blocks of sidewalk were repaired this past year.

Utility Undergrounding Program

In collaboration with utility companies, DPW coordinates the removal of overhead utility wires into underground conduits under streets and sidewalks within legislated Underground Districts. In addition to the overhead removal of utility wires and poles, new streetlights are placed in locations where existing streetlights on utility poles were removed. In Fiscal Year 2007-2008, nine miles of facilities were undergrounded.

Program Summary	FY 2007-08
Permits issued	26,000
Inspection interactions with the public and agencies	15,000
Sidewalk Repair and Improvement Program	100 square blocks repaired
Utility Infrastructure Undergrounded	9 miles of poles removed and streetscapes restored for a total of 31 miles
Pedmount News Racks	264 added for a total of 550 throughout the City

OFFICE OF FINANCIAL MANAGEMENT AND ADMINISTRATION
Deputy Director, Robert Carlson

Finance and Budget

The Finance Budget and Performance Division are responsible for budget preparation and negotiation, grant writing and administration, financial planning, capital planning, performance analysis, measurement, improvement and reporting. The Division develops reports and prepares analyses to implement and control DPW projects and programs. Specifically, the division coordinates the annual budget process; prepares an annual Indirect Cost Plan, which ensures fair allocation of overhead costs across all programs, projects and funding sources; participates in capital planning efforts and bond authorizations; develops departmental capital plans and grant proposals; prepares financial management reports; and coordinates reporting on DPW's performance through the City's performance measurement system and SF Stat.

This past year, the Division assisted in researching improvements to the City's Mechanical Street Sweeping Program, which will result in a savings to taxpayers of more than $1 million annually. The proposed changes are part of a larger effort to reduce the budget for DPW programs to help close a $335 million budget deficit faced by the City. In addition, the Division identified reductions in budgets for overhead and management positions to minimize the impact of budget cuts on direct services to San Francisco residents.

Business Services Division

The Business Services Division is responsible for reviewing and processing the Department's accounting and purchasing transactions in the City's online system (FAMIS and ADPICS); preparing grant and other agency billings; processing job orders; performing account analyses; preparing project and organizational reports; providing administrative support for business systems; and coordinating citywide and grant audits. The division is also responsible for contract administration and compliance including development and administration of the competitive bid processes for both construction and professional services.

The recent consolidation of the Contracts Analysis Group between Accounting, Payments and Contract Administration helped standardize processing procedures resulting in faster turnaround times for funding the award and modifications of contracts. Implementation of system tools such as a document management solution for scanning documents and a Payment Tracking and Reporting System to highlight payment status also helped improve overall efficiency. The division focuses on customer service and client partnerships with major capital programs such as the Branch Library Improvement Program and the San Francisco General Hospital Rebuild Program. These partnerships improve accounting, contract administration and financial issues. In fiscal year 2007-2008, the Business Services Division received both employee and team recognition awards for its superior customer service.

Computer Services-Information Technology (IT) Division

The Information Technology Division is responsible for all information systems related services at DPW. The division designs and develops applications, maintains the IT infrastructure, and manages the implementation of IT projects to support users, managers and other city departments. The division is currently creating an integrated IT organization that serves all department needs. The division developed a requisition tracking system to simplify and streamline the managing of requisitions and the approval process. The system allows vendors to transact with DPW's Bureau of Building Repair, efficiently. Internally, the division upgraded an email system to help DPW staff track and inventory its tools and other construction accessories.

OFFICE OF COMMUNICATIONS AND PUBLIC AFFAIRS
Director, Christine Falvey

The Office of Communications and Public Affairs educates and informs San Franciscans about departmental services. In addition to conducting outreach, the office manages and oversees a variety of special events, inquiries, and develops and maintains relationships with residents, businesses, and community groups.

The team also writes and produces reports and collateral materials for the public, coordinates and facilitates public responses; organizes and assists with volunteer events and educational campaigns, and maintains the agency's Web Site.

The Office of Communications and Public Affairs had several highlights this past year:

Outreach Events
The team attended 20 civic events to educate residents about the department's projects and programs and provide an opportunity for residents to ask questions or relay concerns or compliments about DPW services.

Clean and Green Summit
More than 200 neighborhood activists attended the 2nd Annual Neighborhood Empowerment Network (NEN) Clean and Green Summit. The event provided resources to residents and non-profits about cleaning and greening projects in the City. DPW participated by facilitating the workshop "*How to Become a Community Leader and Create Long Lasting Improvements to Your Neighborhood.*" Through moderated discussions, workshops and a resource fair, the summit provided City residents with critical information about greening initiatives and DPW's community programs, while offering opportunities for residents to develop valuable connections.

National Public Works Week
DPW celebrated 2008 National Public Works Week (PWW), which included a week of events dedicated to acknowledging and celebrating the accomplishments of DPW staff during the past year. The week included a Pin Ceremony honoring employees that have provided five, ten, and up to 35 years of public service. This year, more than 170 employees received their service pins.

An Open House at the Operations Yard highlighted the work accomplished by the Operations' Bureaus. Five hundred employees and their families enjoyed food, music, tours and demonstrations. During the PWW celebration, employees also had the opportunity to showcase projects managed by DPW project teams including tours of the Coffman Pool, Joseph Lee Recreation Center, Bayview Opera House, Murphy Windmill, and Laguna Honda Hospital. In addition, the Board of Supervisors presented a proclamation to DPW acknowledging and praising the quality services provided to residents, businesses, and visitors of San Francisco.

Employee Recognition Dinner
DPW hosted the 2007 Employee Recognition Dinner in December to acknowledge the excellent work and dedication of employees. The Employee Recognition Selection Committee honored 12 individuals and six teams for their accomplishments during the past year. These teams and employees earned awards by personifying DPW's mission of commitment to teamwork, customer service, and continuous improvement. Trophies and silver stars were awarded for excellence in work ethic, dedication, leadership, innovation, and continuing efforts to make San Francisco a green and clean city.

GENERAL SERVICES AGENCY

The General Services Agency (GSA) is comprised of several departments, divisions, programs, and offices reporting to the City Administrator.

The majority of the services provided by the GSA are provided to support the effective operations of other city departments, including DPW, in the areas of Payroll and Personnel, Environmental Health and Safety, and Training and Development.

Payroll and Personnel

The GSA Human Resources division is responsible for recruiting, training, retaining, and developing a skilled diverse workforce for the department. The organization continues to customize services and improve workforce performance through developing competent supervision/ management, developing a performance culture, creating processes for learning and growing, facilitating collaboration and relationships, and fostering a healthy, safe and productive work environment for employees.

Fiscal year highlights include management training for supervisors, the laborer apprentice program, improvements within the Payroll and Personnel units, and performance consultation.

Environmental Health and Safety

The Environmental Health and Safety Office (EHS) promotes workplace health and safety through education and consultation. This year, EHS implemented its Safety Action Plan for fiscal year 2007-2008 with the overall goals of improving the Safety Program and reducing the injury, illness and motor vehicle accident rates within DPW. EHS recognized several accomplishments pursuant to workplace health and safety.

DPW Employee Wesly Naha earned a National Safety Award.

EHS elevated the DPW Safety Program, empowering managers, supervisors and employees in the Operations Bureau to take a more active role in injury prevention, with job site visits, inspections, accident review meetings and employee recognition for safe behavior.

EHS improved the Motor Vehicle Accident Prevention Program. As a part of the enhanced program, EHS implemented a seatbelt use campaign; managers met monthly to review motor vehicle accidents in Operations, and a DPW Truck Driver earned a National Safety Council Award of Honor for Safe Driving.

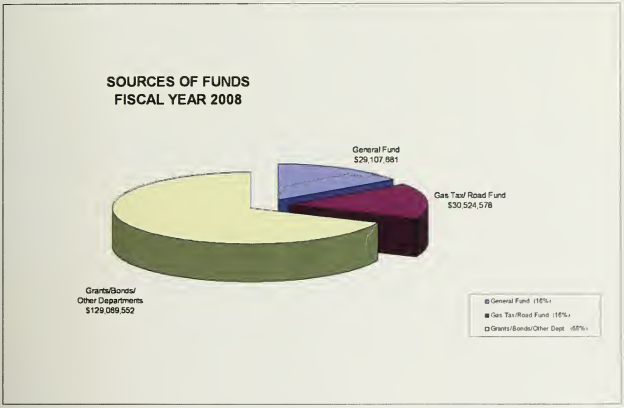
EHS hosted a Health Fair at the DPW Operations Yard, located on Cesar Chavez. More than 400 employees attended, taking advantage of medical screenings, flu shots, and health and wellness information from various organizations.

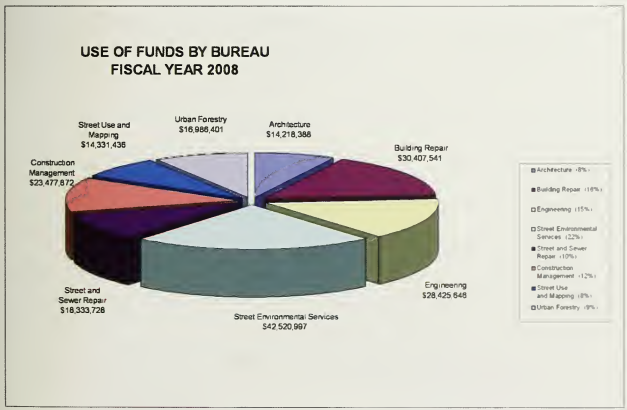
DPW employees attend Health Fair.

Training and Development

GSA's Training Division continues to provide a wide variety of services to DPW. Training offered multiple cycles of the Supervisor's Academy to support Mayor Newsom's mandate to provide training to new supervisors. The program continues to improve based on feedback from participants. Training also supported the General Laborers Apprenticeship Program with quarterly training programs and offered an all-day retreat to improve and build on the current program. The division's provides training, facilitation, coaching and teambuilding support and information to all employees of the department through catalog trainings, needs assessments, executive coaching and tailored programs.

FINANCIAL INFORMATION





lunteers painting out graffiti

W Sidewalk Sweeper

Mayor Newsom at Arbor Day Celebration 2008

PW Powerwashing Sidewalk

Services provided by the Department of Public Works

sfgov.org/d
3-1-1

- 3-1-1 Customer Service Line
- Adopt-A-Street Program
- Arbor Day
- Architecture Services
- Automatic Public Toilets
- Capital Improvement Projects
- Community Clean Team
- Community Corridors Partnership Program
- Condominium Conversion
- Construction Contracting Task Force
- Disability Access
- Enforcement
- Engineering Services
- Graffiti Removal
- Graffiti Watch
- Litter Receptacles
- Maintenance of Public Buildings
- Median Maintenance and Landscaping
- Mechanical Street Cleaning
- News Rack Program
- Permits (Trees, Street-Use & Excavation, Sidewalk Encroachment, etc)
- Plaza Cleaning
- Pothole Repair
- Public Litter Receptacles
- Sidewalk/Roadway Inspections
- Sidewalk Repair and Improvement Program
- Street Construction Coordination
- Street Parks
- Street Reconstruction
- Street Repair
- Street Resurfacing
- Street Trees
- Subdivision and Mapping
- Utility Undergrounding

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Produced by DPW's Office of Communications and Public Affairs

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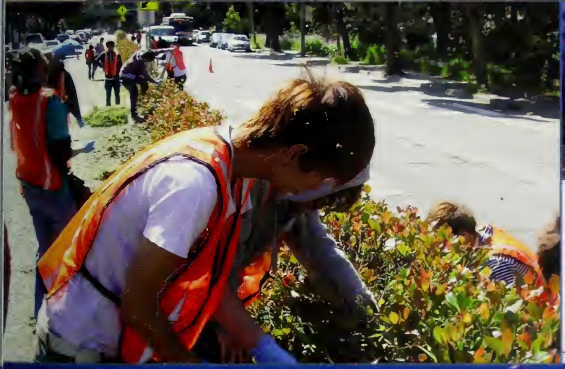
DEPARTMENT OF PUBLIC WORKS

Mayor Gavin Newsom
Director Edward D. Reiskin



CELEBRATING 10 YEARS

COMMUNITY CLEAN TEAM

2009 Annual Report 2010

Making San Francisco a beautiful, vibrant, and sustainable city

Laguna Honda Hospital and Rehabilitation Center
Photo Credit: Bruce Damonte

San Francisco Department of Public Works

Fiscal Year 2009-2010 Annual Report

Gavin Newsom
Mayor

Edwin M. Lee
City Administrator

Edward D. Reiskin
Director, Department of Public Works

Vision

A world class public works organization that contributes to making San Francisco a beautiful, livable, vibrant, and sustainable city.

Mission

The Department of Public Works enhances the quality of life in San Francisco by providing outstanding public service. We design, build, operate, maintain, green, and improve the city's infrastructure, public rights-of-way, and facilities with skill, pride, and responsiveness, in partnership with the San Francisco community.

GOVERNMENT
DOCUMENTS DEPT

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City and County of San Francisco

Gavin Newsom, Mayor
Edward D. Reiskin, Director

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A Message from the Director

I am pleased to present the annual report for the Department of Public Works. In this report, you will read about some of the many exciting projects the Department of Public Works has accomplished over the course of the 2009-2010 fiscal year. Like many agencies within the city family, DPW was challenged to do more with less, but through valued partnerships with our stakeholders, including neighborhood groups, and volunteers, we were able to continue to deliver world class public service and did so more efficiently.

In fiscal year 2009-2010, we engaged and challenged ourselves by undergoing a process that only three other municipalities in the State and only 56 in the country were able to achieve – accreditation by the American Public Works Association. This journey toward accreditation involved hundreds of employees and reflects our drive to professionalize the department and employ best practices so that we can most effectively serve the people of San Francisco. We also exceeded our repaving goal resulting in 310 newly paved blocks, and enhanced the public realm through Great Streets projects such as two new Pavement-to-Parks sites and the remarkable transformation of Divisadero Street. We took center stage with the grand reopening of the Laguna Honda Hospital, construction groundbreaking of the San Francisco General Hospital, and received accolades for our cleaning and operational services and our capital projects.

This past year, we also marked the 10th Anniversary of the Community Clean Team where we hosted thousands of volunteers who gave back to the community through hands-on cleaning and greening initiatives. It is through this effort that we were able to remove hundreds of square feet of graffiti, tons of litter, and maintain and care for hundreds of trees to help beautify our city.

In June, voters also decisively approved the Earthquake Safety and Emergency Response Bond for which the department will have a vital lead role in project managing and implementation. In all, the department made significant progress and we are pleased to be able to share the achievements made possible by the valuable work that DPW employees perform and provide each and every day for you.

As we look ahead, DPW is committed to continuously improve our services so that every San Francisco resident has a safe, accessible, clean, and green environment. As always, your feedback is valued and welcome.

Sincerely,

Edward D. Reiskin
Director of the Department of Public Works

Overview

The Department of Public Works (DPW) is responsible for the care and maintenance of Sa Francisco's streets and much of its infrastructure. The department designs, builds, resurfaces ar cleans streets; plants and maintains city street trees; designs, constructs and maintains city-owne facilities; conducts sidewalk and roadway inspections, constructs curb ramps, provides mechanical ar manual street cleaning, removes graffiti from public property; and partners with the divers neighborhoods in San Francisco. DPW serves San Francisco residents, merchants and visitors 2 hours a day and seven days a week with a workforce of approximately 1,200 employees.

American Public Works Association Accreditation

On April 14, 2010, DPW became the fourth agency in the State of California and 57th in the country achieve accreditation by the American Public Works Association (APWA), an international education and professional association of public and private agencies.

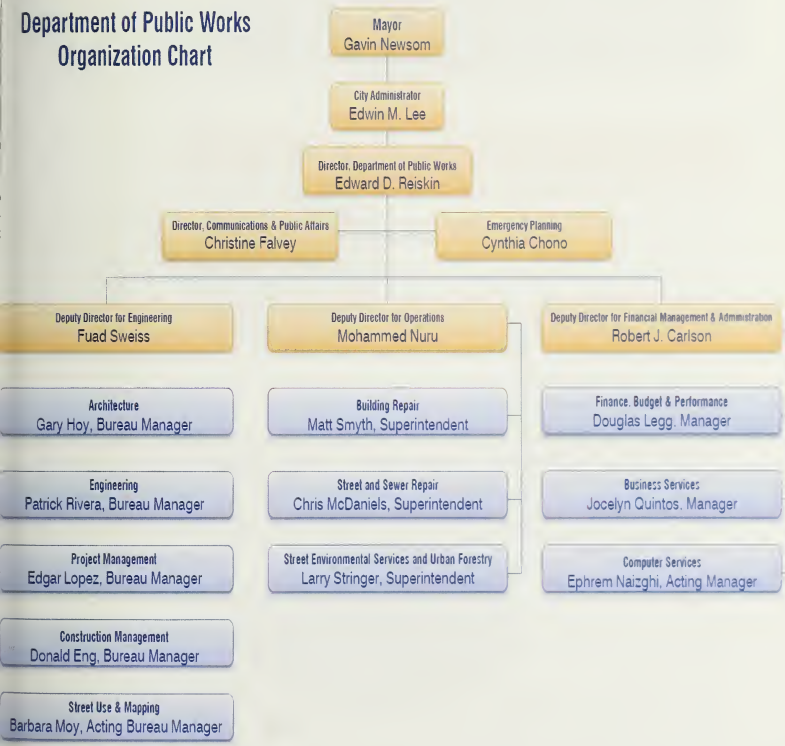
This accreditation reflects the department's drive to professionalize and employ best practices so th staff can most effectively serve the people of San Francisco. The accreditation helps DPW improve a an organization and raises standards across the board by determining how the provision of publ works services in San Francisco compare to recommended best practices identified by national recognized experts in the field of public works.

APWA Accreditation Plaque

The journey toward accreditation began in 2008 and involved the development, adoption ar implementation of the department's strategic plan, a three-year road map to guide the department achieving its vision and mission. It also entailed the review and assessment of APWA recommende management practices. As a result DPW met national standards for 306 practices; four of these we recognized as model practices: the Department's Strategic Plan, the Strategic Plan review proces capital and infrastructure asset reporting, and the distribution of hazardous materials information.

Today, DPW has an 18-Volume Procedure Manual; which will help the agency continuously improv and contribute to making San Francisco a beautiful, livable, vibrant, and sustainable city.

Department of Public Works Organization Chart



OPERATIONS BUREAUS

Deputy Director, Mohammed Nuru

Bureau of Street Environmental Services (BSES)

Superintendent, Larry Stringer

DPW is responsible for the cleanliness of San Francisco's streets. Through the use of mechanical street sweepers, strategic litter receptacle placement, and manually cleaning effort, the streets are kept clean. DPW works to educate and partner with private property owners about maintenance and cleanliness of sidewalks. As a result, DPW formed partnerships and visible improvements continue to be realized. DPW uses Green Machines to sweep sidewalks in heavily used commercial corridors. Beginning in fiscal year 2010-11, the Bureau will merge with the Bureau of Urban Forestry and will be known as the Bureau of Street Environmental Service and Urban Forestry. More information about this consolidation is in the Urban Forestry section.

Mechanical Street Cleaning

Mechanical Street Sweeping is the core of DPW's street cleaning program. There are 28 scheduled mechanical sweeping routes throughout the City. In 2009, ten residential mechanical street sweeping routes were reduced from weekly to bimonthly cleaning to better match street cleaning needs and resources. DPW continued to monitor these routes to ensure cleanliness levels were maintained. Mechanical street cleaning of commercial corridors remained the same. DPW cleaned 146,363 curb miles and removed 12,917 tons of debris from San Francisco's streets this fiscal year.

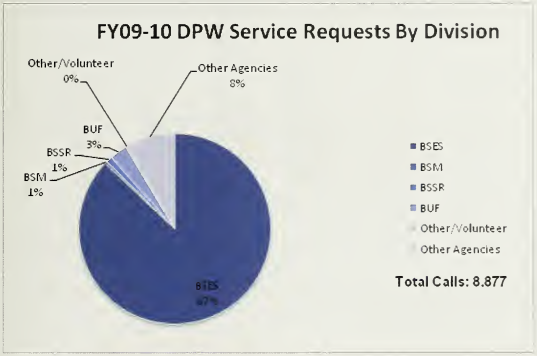
Graffiti Removal

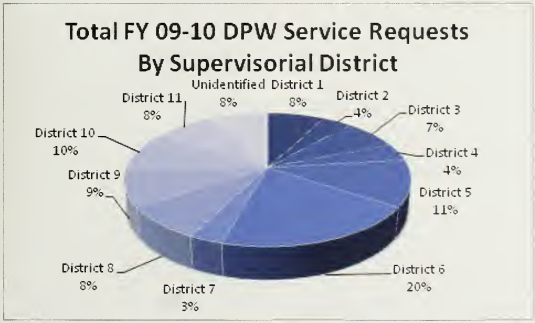
DPW is responsible for issuing private property owners a Notice of Violation when graffiti appears on their buildings. DPW's Graffiti Unit notified 6,231owners in FY 2009-10.

The unit complies with the Mayor's directive to abate graffiti on public buildings within 48 hours of the initial report. Because many city agencies are responsible for the maintenance of a number of buildings and facilities, DPW has an agreement with several agencies to remove graffiti, document the work, and send an invoice to the responsible agency. In FY 2009-10, the DPW Graffiti Unit removed graffiti from 37,408 street structures and painted over 1,287,435 square feet of vandalized property.

The City's Customer Call Center, 311

With the inception of the 311 Call Center, service requests are directly sent electronically to DPW to resolve. This fiscal year, DPW processed 8,877 reports with more than half of the overall calls resolved within 24hours - 58%, 13% were resolved within 48 hours, and 13% were resolved in over 48 hours.





Blight Ordinance

In 2008, the City passed the Community Preservation and Blight Reduction Act. BSES began implementing the ordinance, which went into effect August 2009. The ordinance authorizes DPW to serve notices to property owners for blight violations. BSES effectively used the Blight Ordinance to abate graffiti on several properties where owners ignored repeated notices to remove graffiti from their property on their own. DPW abated graffiti and charged the owners. DPW has issued more than 700 Blight notices notifying property owners to remove graffiti within 15 days. This encourages owners to quickly remove graffiti and can prevent more graffiti from appearing on their property.

Illegal Dumping

In FY 09-10, DPW removed 9,760 tons of illegally dumped debris from San Francisco streets. The debris consisted of illegally dumped contractor material such as roofing and building materials, household garbage, and other bulky furniture.

Illegal dumping occurs when people dump and litter large furniture items and other materials on the public rights of way. These materials can normally be recycled or donated to organizations where they can be reused. Debris commonly dumped on the streets are mattresses, materials from private contractors, household garbage, and large items including television sets, sofas, and other appliances that do not belong on the streets. In some instances, toxic materials such as paint and other dangerous liquids are also left behind. Illegal dumping activity is a form of blight and impacts the public's quality of life.

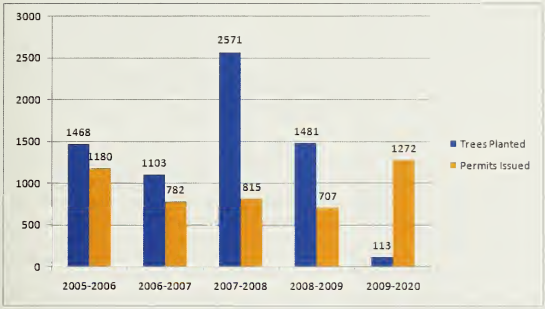
Bureau of Urban Forestry (BUF)

Acting Superintendent, Liz Lerma

BUF coordinates the management of street trees and manages landscaped medians. The Bureau focuses on increasing the number of street trees, maintaining and protecting existing trees and landscapes, and supporting the greening efforts of residents through urban forestry permits, outreach, programming and code enforcement.

In an effort to maximize scarce resources and preserve front line jobs, the department streamlined and consolidated BUF into the Bureau of Street Environmental Services and the Bureau of Street and Sewer Repair in FY 10-11.

Highlights include:



Planting Street Trees

Urban Forestry focused its efforts this fiscal year on tree maintenance after five years of intense planting was completed. With the planting of 26,408 trees over the last five years, DPW exceeded the Mayor's greening initiative to plant 25,000 trees.

Mayor Newsom's Trees for Tomorrow Program began in 2004 and challenged City departments to plant 25,000 trees over a five-year period. The trees provide a healthier and more environmentally sustainable City by improving air and water quality, increasing storm water diversion, providing energy savings, improving wildlife habitat, and increasing property values. With the completion of the Trees for Tomorrow program, DPW focused its resources on the establishment and maintenance of 3,754 trees. BUF planted 113 replacement trees this fiscal year. The Department now maintains about 40,000 street and median trees and estimates that other agencies and private property owners maintain another 65,000 street trees.

2010 Arbor Day Celebration

Volunteers Plant a Tree at Alemany Farm

The 2010 Arbor Day celebration took place at St. Mary's Farm and at various locations along Alemany Boulevard where staff and volunteers planted and pruned trees, planted shrubs, lavender plants, flax plants, and mulched. BUF also led the planting of trees around the Holly Court Public Housing Development with the San Francisco Housing Authority and the non-profit A Living Library.

As part of the celebration, a Green Resource Fair was held at Alemany Farm that included major greening non-profits and agencies providing public education about tree planting, sidewalk landscaping, recycling and many more environmentally-focused initiatives and programs. The weeklong Arbor Day celebration concluded with the planting of a grove of fruit trees at Balboa High School along Cayuga Avenue, which included two persimmons, four apple, and four quince trees.

Balboa High School's principal along with Director Ed Reiskin, Deputy Director Mohammed Nuru, and Supervisor John Avalos dedicated these trees to Dana Woldow during a ceremonial tree planting with participation from students of Balboa High School, the Parent Teacher Student Association and teachers. Ms. Woldow was instrumental in making the school the first in the City to ban junk food from its cafeteria and vending machines and launch a pilot program called "Fruit in the Classroom" which led to a federal grant focusing on fresh fruits and vegetables. Fruit trees were planted in her honor.

2010 Arbor Day Ceremonial Tree Planting at Balboa High School

Greening Projects

- BUF cement shop trenched to create irrigation lines for a new pavement to parks installation at Showplace Square. Arborists used an aerial bucket truck to hang an art installation in the plaza, and BUF landscape crews installed trees and shrubs in raised planters and installed a small grassy area within the plaza.

Pavement to Parks at Showplace Square at 16th & 8th streets

- BUF complemented Civic Center's Pioneer Monument with a green oasis through the installation of plants, wattles and wood chip mulch.
- Transformed a MUNI platform on Market Street from a crash barrier into a beautiful planted median with drought-tolerant and succulent plants and drip irrigation. The project was completed by Building Repair and Street and Sewer Repair, who built transported and installed the large planter.

The Bureau hosted the **Summer Youth Program,** in collaboration with the Mission Neighborhood Center, helping to create 120 jobs for youth for ten weeks. The program served young adults, ages 16-24, from a variety of at-risk communities, including single mothers and fathers, youth on gang injunction lists, youth on probation, and youth in public housing. This diverse group came together and executed large-scale landscape maintenance projects throughout the City. The program inspired youth to seek careers in the urban forestry field through tree planting and landscape maintenance projects. Certificates were awarded to the participants who completed the program.

Youth Program Participants Removing Sand from Street

- Installed new traffic calming islands and planted drought tolerant shrubs throughout the City including locations on Yorba and 36th and 37th avenues, Judah and 8th Avenue, Lawton, Warren and Locksley streets.
- Installed 16 Mediterranean Fan palm trees in planter boxes at the Mission/Duboce off- ramp to help beautify the area.
- Maintained and weeded the on/off ramps along Hwy 1, 80, 101 and 280.
- Constructed accessible parking spaces, curbs and an entrance at DPW's Operations Yard.
- Demolished a cement median at O'Farrell and Anza Vista Streets and planted plants and shrubs on the underutilized space with the help of volunteers.
- Installed an entryway at Ocean and Phelan loop with the help of volunteers

San Jose & Guerrero Pavement to Parks

BUF created a pedestrian plaza at the intersection of Guerrero and San Jose Streets. As part of the Pavement to Parks program, large tree trunks were donated by the Recreation and Park Department, and repurposed as planters with drought tolerant plants to create a pedestrian friendly plaza at this underutilized intersection.

Hallidie Plaza Holiday Transformation

BUF transformed Hallidie Plaza during the holiday season by installing poinsettia plants throughout the area making it more inviting for residents and visitors.

Beautification and Maintenance

DPW completed many significant beautification projects throughout San Francisco in FY 09-10. These projects unify and green our neighborhoods and commercial corridors; while improving major gateways into the City.

The Bureau concentrated maintenance efforts along Sunset Boulevard by removing dead or declining trees and pruning the many large pines and cypress trees to improve public safety. The Bureau pruned the Canary Island Palm Trees along the Embarcadero so that they meet clearance for MUNI lines. Arborists and crews worked through the night to remove dead fronds and lift up the canopy of the palm trees, using only hand saws that required thorough cleaning after each tree use to prevent the spread of Fusarium wilt, a potentially deadly infection.

The Bureau also maintained trees on major thoroughfares, including Monterey, Junipero Serra, Geary, Alemany, Octavia, and Sunset boulevards, Van Ness Avenue, Market, Dolores, Pine, Columbus Hyde, Ingalls, and Fell streets, Brotherhood Way, Persia Avenue, and along 19th Avenue.

Sidewalk Maintenance

The Cement Shop builds accessible curb ramps for the Mayor's Office on Disability and uses state sales tax funds to provide cement repairs around City-maintained trees including lifted sidewalks damaged by tree roots, broken curbs and gutters. The Cement Shop also repairs right-of-way street structures such as stairways, landings, retaining walls, and walkways and performs a variety of building repairs that include tile setting, shower pan installation, fence installation assistance and concrete pad construction. Cement Shop laborers provide services for all departments including furniture moving and the removal of debris.

Cement Shop Accomplishments:

- Constructed 78 accessible curb ramps with yellow, truncated dome surfaces on sidewalks, providing accessibility for people with disabilities. Four raised crosswalks were built, including two at Broadway & Hyde and two at Broadway & Mason as part of the curb ramp installation project.
- Participated in the "Safe Routes to Schools" Program by installing 83 curb ramps in and around San Francisco Unified School District facilities. The Cement Shop also installed 14 mid-block ramps and four bulb-ins near schools.
- Provided maintenance and repair of City buildings such as fire stations, police facilities, San Francisco General Hospital, Laguna Honda Hospital and City College. At Fire Stations One and Three, the Cement Shop completed the installation of new shower pans with ceramic tile surrounds.
- Created a 36,000 square foot concrete foundation for the Treasure Island Development Authority for the installation of a large tent for revenue generating parties and receptions.

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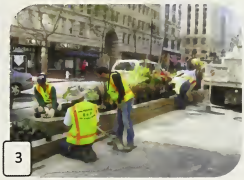
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1 Sidewalk finishing at Geneva & San Jose

2 Curb Ramps and Raised Crosswalk Curb Ramp built by the Cement Shop at Broadway & Hyde Streets

3 Planting concrete median at Market & Kearny Streets

4 Pouring a 36,000 square foot slab on Treasure Island

Bureau of Street and Sewer Repair (BSSR)

Superintendent, Chris McDaniels

The Bureau of Street and Sewer Repair (BSSR) keeps the streets of the City safe for motorists, bicyclists, pedestrians and commercial vehicles through its resurfacing, pothole and patching programs and through repair work to the City's sewers.

BSSR highlights include:

- Responded to more than 15,000 roadway defects
- Resurfaced 133 street blocks
- Patch paved 290,000 square feet of street surface
- Produced 12,400 tons of asphalt from DPW's Asphalt Plant
- Repaired 250 sewers or catch basins
- Relocated and reused 19,000 cubic yards of beach sand

Street Paving

BSSR works in partnership with DPW's Bureau of Engineering to resurface City streets. During the fiscal year, BSSR paved 133 blocks.

The department is researching and looking into modifying the way a pothole or road defect is repaired. BSSR intends to grind and smooth the defect prior to prolong the repair and allow a smoother surface.

DPW Crew Paving Street

Asphalt Plant

The Municipal Asphalt Plant produced hot asphalt for DPW crews to pave streets and fill potholes. The plant produced about 12,400 tons of hot asphalt this past year.

The plant was shut down this fiscal year after it was determined it is more cost effective to purchase asphalt from outside vendors.

Sewer Repair

The City's sewer system is comprised of several treatment plants, large box storage structures and a system of main and side sewer collection pipes located under the streets. Broken sewer pipes can cause street cave-ins and roadway depressions also known as sink holes, which are a public safety hazard. DPW crews responded and placed more than 1,200 tons of asphalt related to sewer repairs and depressions at the direction of the SF Public Utilities Commission.

These sewer repairs prevent and reduce sewage backups, street collapses and basement floodings. The bureau made 250 sewer related repairs and 100 brick sewer repairs around catch basins and manhole covers this fiscal year. In addition, the team responded to brick repairs around plazas maintained by the City.

Crew Repairing Sewer

Sand Removal at Ocean Beach

BSSR manages and oversees the relocation of sand along Ocean Beach that allows the City to reuse and redistribute sand while minimizing erosion along the beach front. This past year, DPW relocated 19,000 cubic yards of sand from the promenade, a walkway along Ocean Beach, to the high tide line on the beach.

Crews Moving Sand at Ocean Beach

Bureau of Building Repair (BBR)

Superintendent, Matt Smyth

BBR provides quality professional Leadership in Energy and Environmental Design (LEED) construction improvements, repair and remodeling of City-owned buildings. BBR is responsible for providing building operations and maintenance for street structures such as bridges and tunnels. BBR provides these services 24-hours a day, which is especially valuable for police and fire operations. BBR maintenance programs allow the city's day-to-day work to occur. By working on time and within budget, San Francisco residents and employees enjoy accessible, safe and clean public facilities that meet city, state, and federal guidelines.

In addition to fulfilling daily maintenance and repair services, BBR highlights include:

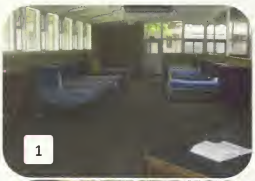
1. Log Cabin Dormitory Refurbishment: BBR crafts stripped the facility, replaced floors, sheetrock, paint, HVAC systems while also redistributing data/telecom/ and electrical circuits. Youth Guidance Center (YGC) staff, counselors and residents were delighted with the project which now provides more functionality to the space.

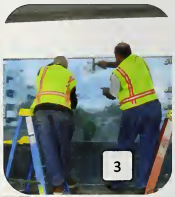
2. Community Garden: Crews with BBR and the Bureau of Urban Forestry worked with interns from Project Pull to beautify and enhance a community garden located above the Broadway Tunnel. The project included a community supported plan to grade the area for gardening and the installation of a fence.

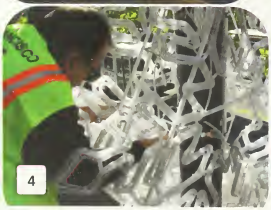
3. Fillmore Jazz District's Blue Bridge was painted by the BBR Paint Shop and a laminate was also replaced on the Blue Bridge by Glass shop crews to ensure safety and cleanliness of the public right of way.

4. Street Structures Maintenance Program BBR works in conjunction with the Bureau of Engineering (BOE) Structural's section, BBR, and BUF on implementing engineered improvements for City structures, rails, stairs, retaining walls, and lights. This photo show BBR helping to install seasonal lights on Market Street.

5. Education and Awareness: During National Public Works Week, eighth grade science students from Visitacion Valley Middle School received a tour of the Lefty O'Doul Bridge where BBR staff educated the students about its history. Students also received a demonstration of the closing and opening of the bridge. They learned more about its operations and engineering from the tour of the bridge's mechanical electrical operating equipment and control rooms.





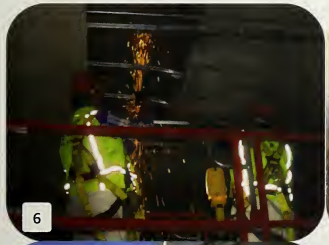


6. Broadway Tunnel Ceiling Repair: BBR crew completed the repair of the ceiling which was damaged by a vehicle that did not meet clearance as it entered the tunnel. The repairs included the replacement of the ceiling tiles and recessed light fixtures.

7. Civic Center Steam Loop serves to help heat City Hall, Bill Graham Civic Auditorium, Department of Public Health, SF Main Library, and the Court House facilities around the Civic Center. The steam loop at Larkin and McAllister underwent an emergency repair by BBR steam fitters and BSSR operators. The work involved removing large lengths of cracked steam loop piping and replacing it with new pipe and modern insulation.

8. San Francisco International Airport Art Glass Installation: The Building Repair Glass shop worked with the SF International Airport and the Arts Commission to install custom glazing art pieces for the Airport Security Connection Ramp. Various installation methods were utilized, such as boom/lift equipment, to handle large custom glazing pieces.

9. 3rd Street Bridge Repair: BBR crew completed repair work to the deck plate of the bridge. This effort was part of the Right of Way Safety project; which ensures that any metal plates that may have come loose along the roadway are properly maintained and secured. This ensures the safe passage of ball park patrons as they travel to and from the baseball games.



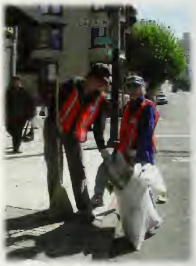
Community and Volunteer Programs

The Department of Public Works engages the community by organizing community and volunteer programs so that residents and businesses have the opportunity to partner with the City, give back, and beautify their neighborhoods. The Community Clean Team program began in 2000 and celebrated its 10th Anniversary this year. Over the years, this program has hosted thousands of volunteers cleaning and greening San Francisco through litter pick-up, tree plantings, painting over graffiti, weeding and landscaping, and other cleaning activities.

Adopt-A-Street

For 12 years, the Adopt-A-Street Program has worked to keep San Francisco sidewalks clean and beautiful. Adopt-A-Street is a public and private partnership between the City and its residents and merchants where community members are empowered to maintain their own blocks.

The program is simple: groups or individuals agree to adopt their block and take responsibility for keeping it clean of litter, graffiti and illegal dumping. DPW provides free cleaning supplies, trash pickup, and support for neighborhood clean ups and public recognition. Community Programs delivers supplies to all of the dedicated Adopt-A-Street members by bringing brooms, trash bags, and much more.



Adopt-A-Street Merchants Work to Keep Neighborhoods Clean

During fiscal year 09-10, Adopt-A-Street members grew to 2,089 volunteers, an increase of 480 members. This is a 30 percent increase from last year, exceeding DPW's goal for a 10 percent membership increase.

Connie Weber sweeping in 1975 and 2008

Graffiti WATCH
San Francisco Anti-Graffiti Program

The Graffiti Watch Program is a citywide volunteer effort that empowers residents to take care of their own neighborhoods by painting out graffiti when they see it. DPW supplies residents with the tools and training they need to paint out and fight graffiti on public property. The objective is to remove graffiti as soon as possible (within 48 hours) in order to prevent more vandalism. Graffiti Watch members remove graffiti from street furniture, mailboxes, street signs, litter receptacles, utility poles, walls, and other surfaces that taggers deface.

Graffiti Watch Volunteer Abates Graffiti

During this fiscal year, 66 new volunteers signed up, committing to keeping a four-block area around where they live, work, or go to school free of graffiti. Each receives an official yellow safety vest and all the supplies they need to abate graffiti on their block, and new supplies can be ordered for delivery by calling 311.

The program engages San Francisco residents to keep streetscapes graffiti-free. Volunteers cover every neighborhood in the City, and include dedicated residents, business owners, neighborhood associations, and high school volunteer groups.

Clean and Green Trucks

The Clean and Green Trucks program is a first-of-its-kind campaign to help eliminate graffiti from neighborhoods and business corridors with a service that offers to paint over graffiti vandalism from commercial vehicles. Owners of graffiti covered trucks that meet eligibility requirements can apply to have the vehicle professionally painted green by DPW and the City's Central Shops for free.

This year, the pilot Clean & Green Trucks program painted out 14 tagged up trucks and vans. The pilot program to paint out blight and deter further vandalism is funded by the City Administrator's Community Challenge Grant Program.

"Transformer Green" is the color the City uses to paint over graffiti on utility poles, trash receptacles, retaining walls, and other public property. The dark green color takes away the fresh white canvas that is often a target for taggers and graffiti vandals. DPW plans to fund further treatments for vehicles to ultimately rid neighborhoods of the eyesore caused by large, vandalized trucks.

Before **After**

Partnership with San Francisco Arts Commission to prevent graffiti

This year, DPW collaborated with the San Francisco Arts Commission (SFAC) to coordinate two new programs aimed to reach out to the City's artist community and prevent graffiti vandalism:

StreetSmARTs is an innovative approach to dealing with vandalism, pairing private property owners with established street artists and muralists to produce beautiful, vibrant murals that deter tagging. It also provides urban artists the opportunity to showcase their talent by creating legal artwork.

Ten striking murals were created during the program's pilot year, and to date none has been tagged over with graffiti vandalism. SFAC vetted a competitive list of artists from which private property owners were also able to select from to design a mural for their building. Each artist and property owner collaborated to create visual concepts reflecting the unique feel of the neighborhood.

Before **After**

DPW and the SFAC also partnered to kickoff the Where Art Lives Program. The pilot program works to develop the critical thinking of fourth to sixth grade students at six elementary schools with an eight-week set of classes. The curriculum teaches the difference between private, personal and public space.

The program engages students at a young age to increase their awareness of the financial, physical and emotional impact of graffiti vandalism. More than 150 students participated in the program and there are plans to increase the program's reach during the next fiscal year.

Students Participate in Where Art Lives

Zero Graffiti Pledge and Graffiti Rewards Fund

This fiscal year, DPW launched the Zero Graffiti Pledge campaign. The pledge asks residents to report graffiti when they see it, support anti-graffiti legislation that strengthens law enforcement activities, and remove graffiti from their property within 48 hours. It is a call to action for residents to join the movement against graffiti vandalism that blights our beautiful City. Since the Pledge began, nearly 2,000 San Francisco residents have signed on and taken the pledge.

In partnership with the San Francisco Police Department and the Office of the District Attorney, DPW handed out reward checks to three residents as a part of the Graffiti Rewards Fund. The Fund offers a $250 reward for information leading to the arrest and conviction of graffiti vandals. To be eligible for a Graffiti Reward, participants must file a police report, provide information that leads to an arrest, and cooperate with law enforcement during the investigation and trial proceedings.

First three recipients of the Graffiti Rewards Program receive checks at a press conference set in front of a StreetSmARTs mural.

Street Parks

Street Parks is a partnership between DPW and the San Francisco Parks Trust that works with neighborhood groups to create public open-space gardens located on city-owned public rights-of-way. There are numerous undeveloped public open spaces in our City, such as vacant lots, rights-of-way, street medians and weedy hillsides. Some of this urban open space is in disrepair and experience illegal dumping and other unhealthy activities.

A Street Park is a community-managed public open space that can be a school garden, a neighborhood beautification project, stairway along the public right of way, or a community garden. It shows that the community cares about its neighborhood and its environment.

In FY 09-10, the DPW hosted a series of workshops and provided volunteers free resources and grant information to create their own Street Park. During FY 09-10, DPW completed the 6th and Brannan Street Park, a partnership between the neighbors and Caltrans that began several years ago.

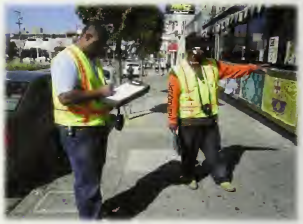
DPW also completed the La Playa Street Park featuring a food producing garden and bocce ball court in the median. This street park was supported by the San Francisco Public Utilities Commission, Community Challenge Grant funds, volunteer hours and private donations. Since the Street Parks program began in 2002, 200 people have registered to develop new gardens and street parks. There are now 35 completed street parks and 75 in progress.

48th & Taraval Street Park

Community Corridors Partnership Program

DPW provides dedicated cleaning and greening services along some of the city's busiest and most well traveled corridors. Through the Community Corridors Partnership Program, Neighborhood Ambassadors are assigned to canvas and clean neighborhoods.

In FY 09-10, the Community Corridors Partnership program served 78 corridors with 400 blocks. Nearly 100 Ambassadors worked closely with each unique neighborhood to help sweep up and collect litter, clean tree basins, report graffiti for removal, and identify and resolve other street conditions.



DPW Staff Performs Inspection for Eco Blitz

The partnership included several special cleaning efforts called "Eco Blitzes" and "Night Walks" this fiscal year.

Eco Blitzes are daytime inspections and clean ups. They involve DPW staff who inspect, educate and enforce city codes. DPW conducted two Eco Blitzes in FY 09-10:

- 649 notices were given to merchants to educate them about code violations
- 1,453 city trash cans were steam cleaned
- 2,145 bags of trash were collected
- 169 private properties were sent notices to remove graffiti
- 1,485 City trash cans were painted over
- 23,700 square feet of graffiti was removed from street furniture such as utility poles, newspaper stands, and street signs.
- 552 trees were trimmed
- 329 tree basins were weeded and filled with decomposed granite.

Night Walk Inspectors Reach out to Businesses Open During Late Hours

Night Walks are night time inspections held between 7pm and 9pm. The program reaches out to property owners that are primarily open for business during the later evening hours to educate them about city codes. The group inspects corridors for dirty sidewalks, insufficient or no-garbage service, graffiti, and other City code violations. Two rounds of Night Walks were held this fiscal year; from July to August 2009 and DPW staff issued 213 notices educating property owners of code violations. From February to May 2010, 39 notices were issued for code enforcement. Recology also identified 151 business and residential locations with no-garbage or inadequate waste services.

Super Eco Blitz is a three-day intensive clean-up on select streets. There were four this fiscal year along Mission, Geneva, Clement, and Stockton streets. Other City agencies joined in the cleaning effort to improve conditions in these heavily traveled corridors. The Super Eco Blitzes were held in August and September 2009.

Super Eco Blitz

Outreach: More than 5,000 letters were sent to property owners and merchants in anticipation of each Eco Blitz and Night Walk. This year's outreach included two newsletters produced in the fall and spring which reached more than 1,500 merchants, residents and property owners. The Community Corridors Partnership Program also created a 16-question survey; soliciting input about the effectiveness of the program and areas for improvement which reached nearly 840 merchants, residents and property owners via email. Survey results show the program is effective in cleaning the corridors. The majority of respondents felt that grime, graffiti and litter has reduced significantly with 74% of respondents feeling that the Corridors Program is helpful to their business.

DPW Reaches out to Property Owners and Merchants

Recognition: Corridors Program Public information Officer, Peachy Mathias, was recognized by the Small Business Commission for her work and role in outreaching to merchants about the program.

Peachy Mathias (far right) Accepts Certificate of Recognition from the Small Business Commission

Community Clean Team

The Community Clean Team engages communities and volunteers in beautifying merchant corridors, schools, open spaces, parks and community gardens by organizing a Saturday cleanup event in each of the City's eleven supervisorial districts.

Community Clean Team dedicates an entire month to each supervisorial district with DPW and other city departments performing various street cleaning and neighborhood beautification work. Clean Team produces additional cleanup events throughout the year at the request of community partners and neighborhood groups.

This year, the program celebrated its 10-year Anniversary at Alemany Farm where the department honored volunteers, partners, and sponsors who have graciously supported the Community Clean Team program since it began in 2000.

In FY 09-10, 3,975 volunteers joined DPW crews to clean the neighborhoods.

Highlights include:

- Swept 325 blocks of sidewalks, curbs and alleyways
- Cleaned 2.5 miles of coastline
- Planted 571 trees, bushes and plants and cleaned 506 tree basins
- Distributed 216 cubic yards of chips on center islands, lots and parks.
- Removed graffiti on public property from more than 101,000 square feet of public space
- Removed 45,920 pounds of green waste and debris from the public right-of-way

Volunteers at District 4 Cleanup

Clean Team partners include the Recreation and Parks Department, the Department of Parking and Traffic, the San Francisco Housing Authority, the Sheriff's Office, Caltrans, the Municipal Transportation Agency, Caltrain, the Mayor's Office of Neighborhood Services, SF Parks Trust, all of the District Supervisors' Offices, the Police Department, and the Department of the Environment. Walgreens continued to support the program financially with donated water for volunteers.

Deputy Director Mohammed Nuru and Rich Bridygham at Fisherman's Wharf Cleanup Event

Recology Waste Systems and San Francisco Clean City are key partners in the program and provide the Gigantic 3 Program, which offers residents bulky item drop off, recycling and composting opportunities during their district's Clean Team month. In FY 09-10, 61.1 tons of trash was collected and another 62.8 tons of recyclables and 19.1 tons of organics were composted.

Urban Gleaning

As part of Mayor Newsom's Healthy and Sustainable Food Program, DPW launched the Urban Gleaning Program. Through this program, DPW works with San Francisco residents and businesses to collect fruits and vegetables grown from privately owned trees and community gardens and distribute them to shelters, the San Francisco Food Bank, and to other communities in need.

The program increases access to healthy and nutritious food for San Francisco residents by partnering with the community to glean and distribute locally grown fruits and vegetables that already exist throughout the City.

The program adheres to the Healthy and Sustainable Food Program directive in part by coordinating innovative programs that educate food system stakeholders and the general public on the value of healthy food. It also encourages food production and horticulture within the City through urban agriculture including through community, backyard, rooftop, and school gardens; edible landscaping, and agricultural incubator projects.

In the past fiscal year, the program collected and donated 698 pounds of fruit to the San Francisco Food Bank including lemons, apples, figs, loquats, avocados and plums.

ENGINEERING AND ARCHITECTURE BUREAUS

Deputy Director & City Engineer,

Fuad Sweiss, PE, PLS, LEED AP

The Engineering Division of DPW (DDE) consists of five bureaus with about 500 employees responsible for the planning, management, design, and construction of many of the City's infrastructure and facilities with a current level of active projects valued at about $2 billion. Under the department's comprehensive Strategic Plan, the bureaus of Architecture BOA), Engineering (BOE), Construction Management (BCM), Project Management (BPM), and Street Use & Mapping (BSM) provide outstanding customer service to San Francisco residents, businesses, and client departments through the delivery of world class facilities for the public to use and enjoy.

FY 09-10 achievements included the completion of many projects such as the Hamilton Pool Recreation Facility, Sunnyside Conservatory, Divisadero Streetscape, resurfacing of more than 300 streets and the opening of several branch libraries including Ingleside, Eureka Valley, Bernal Heights, and Potrero Hill libraries. Detailed descriptions of these projects can be found under each bureau in the following sections of this report.

Architects rendering of Divisadero Street

Throughout several months over the year, staff from the Engineering bureaus collaborated on writing, updating, and implementing new procedures in accordance with best management practices and the American Public Works Association (APWA) standards in order to meet accreditation requirements. These efforts culminated in May 2009, when the entire department including DDE staff celebrated achieving the APWA Accreditation.

In April 2009, staff at different levels from the four design and construction bureaus (BOA, BOE, BCM, & BPM) participated in an all day Team Building Workshop aimed at exploring better ways to collaborate on delivering integrated project design and management services. The group developed ideas that will shape future reorganizational and succession plan decisions.

Also, DDE Bureaus continued to play a major role in responding to and preparing for emergencies. In January 2010, staff assisted with issuing an Emergency Declaration in response to the extensive erosion at Ocean Beach which impacted parts of the Great Highway. In addition, DDE actively participated in the Pacific Earthquake Engineering Research (PEER) Conference and the 20th Anniversary of the Loma Prieta Earthquake to increase awareness for emergency and earthquake preparedness.

Delegations of engineers from several countries including Singapore, China, Australia, and Turkey visited DPW's DDE bureaus to learn best practices in the building and construction industry. Presentations were given by our engineers and architects on topics around seismic design, instrumentations, sustainable design, and renovation of historic buildings. In April 2009, a delegation from the City of Amman of Jordan visited San Francisco and signed a Sister City Agreement.

Detailed descriptions of the responsibilities and accomplishment of each bureau are presented in the following sections.

Bureau of Project Management

Bureau Manager, Edgar Lopez

DPW's Project Management Bureau is responsible for delivering major capital projects through planning, design, regulatory approval, and the construction processes. The Bureau delivers a variety of projects on behalf of City agencies including the San Francisco Public Library (SFPL), Public Utilities Commission (SFPUC), Department of Public Health (DPH), Convention Facilities Department, the Port of San Francisco, and the Police and Fire departments.

Major capital projects are funded through local, state or federal public financing programs, and occasionally in combination with local matching or private funds. BPM employs a team of architects and engineers who possess the skills, knowledge and experience to deliver complex capital projects with aggressive schedules and extensive review and approval processes. The Bureau of Project Management delivers major capital projects across all city departments and is a recognized innovator in public/private project delivery that contributes to making San Francisco a beautiful, livable, vibrant, and sustainable City.

Major projects managed by BPM:

Earthquake Safety and Emergency Response Bond Program ($412.3 Million)

DPW is managing the development of the Earthquake Safety and Emergency Response (ESER) Bond Program as an initial step to implement the Justice Facilities Improvement Program (JFIP).

The purpose of the ESER bond program is to enhance earthquake safety and emergency response systems to ensure life safety and assure prompt recovery of the City after a major earthquake or other disaster. The ESER General Obligation Bond measure was approved by 79% of voters in June 2010. The bond program is identified in the City's Ten-year Capital Plan.

The components of the ESER bond include:

- Seismic strengthening of the above and below ground facilities of the Fire Department Auxiliary Water Supply System
- Seismic strengthening and facility renewal of selected Fire Stations
- Relocation of the Police Command Center and Southern Police Station from the Hall of Justice to a new Public Safety Building that will also house a new fire station serving the Mission Bay neighborhood

These new capital improvements and repairs are critical to not only uninterrupted emergency response to a major disaster but will also improve the provision of ongoing fire and police services. DPW is working with consultants to plan, design, construct, and manage these projects consistent with the commitments made in the ESER Bond.

Justice Facilities Improvement Program (over $1 Billion)

DPW developed a strategy, in partnership with consultants and stakeholders, for the implementation of the Justice Facilities Improvement Program (JFIP), a major capital program to replace the aging and seismically vulnerable Hall of Justice. The program will relocate city departments out of the Hall of Justice and into adjacent sites, thereby allowing a phased deconstruction of the building. The JFIP identifies distinct projects while studying appropriate venues that will accommodate building users and patrons.

Justice Facilities Improvement Program

DPW worked closely with City agencies to develop the strategy, including the Sheriff's Department, the Police Department, Office of the Chief Medical Examiner, the District Attorney, the Public Defender, Adult Probation Department, and the Superior Court. All these client departments will be relocated with the exception of the State Superior Court, which is not within the city's jurisdiction. The Earthquake Safety and Emergency Response Bond is the first of several General Obligation Bonds intended to provide funding needed to fully implement the program.

San Francisco Public Utilities Commission (SFPUC) Headquarters at 525 Golden Gate ($190 Million)

DPW's Project Management team is leading the design and construction of a new 13-story office building that will serve as the new headquarters of the SFPUC. In addition, DPW is providing oversight of inspection and testing services utilizing DPW's own materials testing laboratory.

The new 277,000-square-foot building is slated to achieve the highest rating from the US Green Building Council, LEED Platinum. Key sustainability features include on-site clean energy generation from photovoltaic panels; 100 percent of waste water treated on-site; low flow toilets; 45 percent daylight harvesting; 55 percent less energy consumption (than mandated under CA Title 24) and 32 percent less electricity demand from the main power grid. The building will utilize an innovative structural system with post tensioned (flexural) cores that will provide high asset preservation while exemplifying the highest standards of sustainability and green building design.

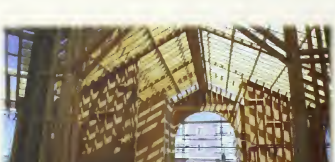
The design team continues to complete the bid documents for all trade packages. Construction began this year with the installation of 192 foundation micropiles, the tower crane foundation, and the Rat/Wearing Slabs required for foundation waterproofing protection. With 75 percent of the construction documents completed, thirty percent of the trade packages were advertised for bids. The project also received its Site and Foundation permits and final approval from the Arts Commission Civic Design Committee.

The project will be complete in spring 2012.

San Francisco Public Utilities Commission Headquarters at 525 Golden Gate

Branch Library Improvement Program ($189 Million)

DPW's Project Management team is overseeing the largest building campaign in San Francisco Public Library history. Approved by voters, Branch Library Improvement Program (BLIP) includes the construction and renovation of 24 City branch libraries (16 renovations and 8 new buildings) of which 14 are complete. BLIP will provide the public with seismically safe, accessible, technologically updated, code compliant, and modern branch libraries in every neighborhood.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In fall 2009 and early 2010, the new Ingleside Branch Library and the renovated Eureka Valley, Bernal Heights, and Potrero branch libraries opened their doors to serve neighborhoods of enthusiastic library patrons. The new Visitacion Valley and Ortega branch libraries and the renovated Parkside, Park, Presidio, Anza, Merced, and Golden Gate Valley branch libraries will open to the public by mid 2011.The program is close to completion with the new Bayview Branch Library starting construction this fall. In early 2011, it is anticipated that the new North Beach Branch Library will also complete its environmental review.

A dynamic team of DPW employees is responsible for managing the design, regulatory approval, construction, and delivery of the libraries; whether designed in-house by the bureaus of Architecture and Engineering or by private consultants. DPW's Bureau of Construction Management is responsible for overseeing construction.

1 Visitacion Library Construction

2 New Children's Area at Bernal Heights Library

3 New Ingleside Branch Library

4 Potrero Library Grand Opening

5 Visitacion Valley Library Construction

Laguna Honda Hospital Replacement Program ($594 Million)

DPW is overseeing the $594 million project from planning through construction, with the major new-construction activities coming to a close this year. The project achieved another major milestone as the first Leadership in Energy and Environmental Design (LEED) certified hospital in California; it was awarded its Silver certification in June. The construction completion of the Pavilion Building and South Residence Tower allowed the furnishing of furniture, fixtures, and equipment in early 2010 with the North Residence Tower scheduled to be furnished by midyear.

Residents will occupy the new buildings in late 2010 with the various Laguna Honda Hospital departments relocating at or around the same time. DPW is managing the contracts to both plan and assist Laguna Honda Hospital in relocating belongings for over 750 patients, and over 30 different hospital divisions.

The Department of Public Works participated in the grand opening of the Laguna Honda Hospital and Rehabilitation Center in July 2010.

Laguna Honda Hospital

San Francisco General Hospital Rebuild Program ($887.4 Million)

DPW is overseeing the design and construction of the San Francisco General Hospital (SFGH) Rebuild Program on behalf of the Department of Public Health. The program includes the construction of a new state-of-the-art, 284-inpatient bed, nine-story acute care facility to replace the existing hospital that does not meet the current seismic standards. To ensure that the hospital will remain operational in the event of a major earthquake, the new hospital has been designed utilizing base isolation that will allow the hospital to move 30 inches in any direction. The project will be seeking a LEED Gold rating. In November 2008, 84% of voters approved a bond measure to fund the program.

In FY 09-10, the site utility relocation phase continued with surface improvement and underground utility activities to include the construction of a parking lot to accommodate people with disabilities, underground steam lines, main 12kV electrical duct bank, sanitary sewer and storm drain lines, domestic and fire service lines, reconfiguration of the south parking lot, and a new patient drop-off turnaround and entrance canopy.

San Francisco General Hospital Rebuild Program

Mass excavation and shoring commenced; which included grading and off-haul of soil and the installation of the shoring system for the new hospital.

The Hospital Build-out Increment 4 Drawings have been submitted to Office of Statewide Health Planning and Development (OSHPD) for plan review.

Groundbreaking Ceremony for SFGH Rebuild Program

Underground Work at the Hospital Site

DPW participated in the ground breaking in October 2009 where Mayor Newsom joined hospital staff and DPW to celebrate the rebuilding of the SFGH inpatient care facility. The groundbreaking ceremony occurred less than one year after San Francisco voters passed Proposition A, which authorized city financing of the project. Mass excavation and site utilities have been advancing earnestly after groundbreaking.

The SFGH Rebuild Program also includes the Emergency Generator Replacement Project that will replace the campus' existing steam-driven turbine engine emergency generators with new reliable diesel generators. This fiscal year design began undergoing the OSHPD plan review process. Construction is anticipated to begin in the last quarter of 2010 with the emergency generators operational by the end of 2011. The new hospital is anticipated to be completed in 2015.

Excavation Begins for the SFGH Rebuild Program

Pier 27 Cruise Ship Terminal Project ($60 Million)

DPW joined the Port of San Francisco to transform Pier 27 into a new primary cruise ship terminal. DPW is providing overall project management, and architectural and engineering services on behalf of the SF Port. The project design team consists of City architectural and engineering staff and specialized services provided by a Cruise Terminal Design Consultant.

Design for Pier 27 Cruise Ship Terminal Project

Ten-acres of Pier 27 will be transformed into a vibrant year-round cruise terminal, public plaza and a community facility. The project will create facilities that meet the security and passenger handling demands of the cruise industry while allowing for recreation and special event uses for the public.

The Port's goal is to develop a superior home port cruise terminal that meets international cruise terminal standards for mega-cruise vessels, utilizes sustainable design and building practices, and meets community expectations and regulatory requirements. DPW and the Port are committed to excellent public service and seek to create an iconic architectural expression that will enhance San Francisco's reputation as a world-class, waterfront city and tourist destination. The terminal will be LEED Certified and is aiming for a carbon neutral facility that ensures minimal environmental impact.

The total project includes development of a two-acre public plaza and the Northeast Wharf Plaza, fronting the terminal structure on the Embarcadero. During the fiscal year, the following milestones were accomplished:

- Completed a comprehensive Facility Program Statement that included input from multiple stakeholders obtained through a series of workshops.
- Established a Steering Committee to provide input on key decisions that impact the project.
- Completed two design options to evaluate if Pier 27 facility should be renovated or replaced with a new structure

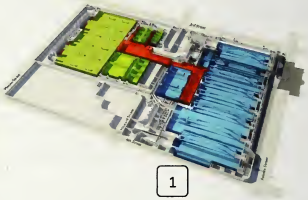
Moscone Center Capital Improvement Program ($60 Million)

DPW's Project Management Bureau is working with the San Francisco Tourism Improvement District Management Corporation (TID) to implement a series of tenant improvements at the Moscone Convention Center's South, North and West buildings. The project will not only upgrade the facilities, but employ a "branding" strategy to enhance convention visitors' memories and highlights of San Francisco.

The Moscone Convention Center upgrade is a project using a combination of private and public funds. DPW implemented an Integrated Project Delivery (IPD) method to coordinate the services of a Construction Manager/General Contractor (CM/GC) to offer constructability review and cost estimating services as well as to plan and organize the sequence of the construction.

A key strategy for this project is to schedule the construction work without disturbing important convention activities. The construction will be scheduled in three phases between December 2010 –June 2012.The first phase, which is complete, consisted of painting the South Moscone Exhibit Halls and testing and balancing the HVAC system.

Future work includes the remodeling of 24 bathrooms, painting, installing acoustic ceiling, flooring, & partitions, upgrading the HVAC and electrical systems, and other miscellaneous specialty work scopes.



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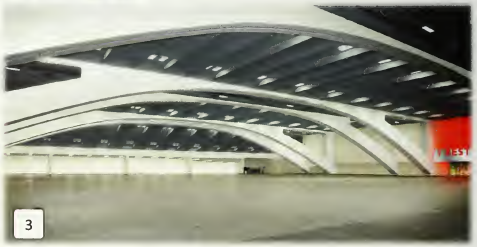
The project is anticipated to achieve a LEED Silver green building designation.

The project is currently in the development phase with completion scheduled for 2014.



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1 Moscone Center Palette
2 Moscone Center Exterior
3 Moscone Center South Hall

Bureau of Architecture (BOA)

Bureau Manager, Gary Hoy

The Bureau of Architecture (BOA) provides comprehensive planning, management and architectural services for the modernization and renovation of the City's buildings as well as the development of new facilities and urban space for public use. We employ 50 architectural professionals including 26 licensed architects, and 24 associates and assistants and 10 support staff. We are a team-based organization comprised of four design studios, each led by a Senior Architect, affiliated with specific clients. Environmentally sustainable architecture is a key priority with the Bureau. BOA has 30 Leadership in Energy and Environmental Design (LEED) Accredited Professionals on staff and provides consultation for LEED certification to meet or exceed the goals set forth by the City's Resource Efficient Building ordinance. This team is diverse in experience and cultural background enabling the Department of Public Works to outreach to all the City's stakeholders, client agencies and provide skilled services.

Summary of Fiscal Year Activities

The combined budget for the Bureau of Architecture and the Bureau of Project Management for FY 09-10 totaled $16.9 million.

Statistics for the Year

In spite of the economic climate, BOA maintained a steady demand for services, with more than 100 active projects. BOA also made adjustments and aligned resources to maximize efficiency with decreased funding. This year, BOA in conjunction with the Bureau of Engineering, Bureau of Project Management and the Bureau of Construction Management advertised more than $60 million in new projects, completed construction on more than $75 million in projects, and continued work on an equivalent value of projects in both design and construction for client agencies. BOA also assisted the SFPUC with the design and construction of more than 44 infrastructure projects, 20 of which were bid to contractors and awarded by SFPUC.

Performance Measures

On the business end, BOA has a significant role in analyzing and creating cost projections for construction projects prior to sending contracts out for competitive bid. One of BOA's performance measures is the ability to estimate construction costs, and limit the amount of change orders due to Errors or Omissions (E&O) in the contract documents to less than 3%. These two measures are shared with BOE as designers. A third measure is the completion of projects within the construction schedule, which is shared goal between BOA and BCM. Despite the complexities and challenges of developing cost projections based on the current construction market, of the 45 projects that were put out to bid, 10 estimates came back within the projected cost range with most bids coming in lower than the estimate. The result for percentage of E & O change orders for the year ended at 0.71% for all DPW projects. The average percentage of E&O change orders for buildings came in at 1.79%, with only two projects exceeding the 3% threshold.

Awards

BOA's staff was recognized along with BOE/BCM/BPM by the Northern California Chapter of American Public Works Association (APWA) with awards for the Richmond Branch Library and the Sunnyside Conservatory, two historic preservation projects recognized for their achievement in the $5-25 million and under $5 million categories respectively. (The Library was completed in June of FY 2009, and Conservatory was opened in December).

Richmond Branch Library

Strategic Plan and Goals

In alignment with DPW's Strategic Plan, this year BOA moved aggressively to implement more sustainable architecture into four branch libraries currently under construction and designed to comply with LEED Silver ratings. BOA also designed a new LEED Silver compliant Chinese Recreation Center, which broke ground in June; and provided designs for tenant improvements at various City facilities to comply with interior LEED guidelines. BOA designed and built a green roof atop the City's newest office building, which will provide ecological and environmental benefits to patrons of the building and for both avian and insect wildlife. In instances where LEED certification is not possible, BOA continues to apply sustainable design principles in the selection of materials and finishes to improve the City's overall quality of life.

Programs

Citywide Capital Planning

Annually, BOA assists the General Services Administration/Capital Planning Program in the development of the City's 10-year Capital Plan, as well as with project development of the annual Capital Improvement Project budget and schedule for future General Obligation Bonds proposals.

This past year, BOA continued its assistance in conjunction with the Bureau of Project Management to develop the $412 million Earthquake Safety and Emergency Response Bond, which was passed by the voters in June 2010. This bond will fund improvements to the City's Auxiliary Water Supply System (AWSS) for fire-fighting and protection, seismic upgrades and improvements to several existing fire stations, and construct a new Police Department Headquarters, which will include both a district police station and fire station in Mission Bay.

Job Order Contracting

BOA's Job Order Contract (JOC) Program continues to play a role in streamlining and expediting the process of constructing small to medium sized building projects. In FY 09-10, BOA issued $ 5 million in contracts, raising the total awarded through JOC contracts to $ 33.3 million with $ 3.8 million currently under construction. This year, JOCs were used for the Department of Human Resource Tenant Improvements at One South Van Ness Avenue, Davies Symphony Hall Architectural Barrier Removal, and various projects for the Recreation and Parks Department. The JOC program has proven to be a very successful vehicle for the participation of Local Business Enterprises (LBE) which comprised 55% of the dollar value of work contracted to either LBE Primes or their LBE Sub-Contractors.

Architectural Services

In FY 09-10, BOA's major clients continued to include the Recreation and Park Department, the San Francisco Public Library, the SF Public Utilities Commission, and the General Services Agency. In addition, BOA became involved in the Port's new Cruise Terminal on Pier 27 providing LEED administration and participated in the facility's design with consultants directed by the Bureau of Project Management. BOA services for these client agencies are described below.

Real Estate Projects

Renovations and tenant improvements were completed in three major office buildings for the City's Real Estate Department. At 1650 Mission Street, design work started on projects to upgrade a major server room, the emergency generator, and fire alarm systems. Construction is scheduled to begin next fiscal year.

Tenant improvements also continued at the City's recently acquired property at One South Van Ness where renovations for the Controller's Payroll and Personnel Services Division completed in June. The project staff is aiming for a LEED Silver certification. BOA is also managing the fire alarm and energy efficiency and water conservation improvements and championing the LEED certification of this 600,000 square feet office building which currently houses multiple city departments. BOA directed the design and construction of a bike room in the basement garage to accommodate more than 100 bikes. On the building's roof top, BOA assisted with replacement of the roof to include a living roof with the ability to harvest rain water for irrigation and beekeeping facilities.

At 30 Van Ness Avenue, BOA completed the design and installation of a new fire alarm system; which was completed in June.

30 Van Ness Improvements, 8th Floor

Department of Real Estate Tenant Improvements

Also, at 30 Van Ness, improvements were completed to the offices of the Bureau of Project Management which features a modular glazing system designed to be reusable and designed to maximize day lighting for office areas. The improvements were designed to comply with LEED requirements for tenant improvements showcasing efficiency and ease of product installation. The construction work was completed by DPW's Bureau of Building Repair.

Recreation and Park Facilities

Hamilton Pool, Sunnyside Playground and Sunnyside Conservatory were completed and opened to the public with great success this fiscal year. Sunnyside Conservatory was awarded a 2010 APWA project of the year award for Historic Restoration.

Additionally, BOA is working on the historic preservation and design for the Murphy Windmill Caretakers Cottage and Park Aid Station in Golden Gate Park.

Exterior of Sunnyside Conservatory

As part of the 2008 Clean and Safe Neighborhood Parks Bond, BOA is renovating three and designing two new Recreation and Park facilities with the Chinese Recreation Center being the first of these projects to be advertised. DPW participated in its ground breaking ceremony in June. Construction documents for Mission Pool and Playground are complete and the project is in permit review, while Sunset Recreation Center is nearing design completion. A new Cayuga Playground will be sent out for bid and the historic renovation of the Fulton Playground Clubhouse will follow. BOA also initiated designs for Cabrillo, Lafayette Park and Kimball playground as part of the second phase of the 2008 Clean & Safe Neighborhood Parks Bond.

SF Department of Emergency Management

In FY 09-10, construction was completed for the renovation of the 2nd floor of the 911 Dispatch Center at 1011 Turk Street. Originally built in 1999 by DPW, this highly technical call taker/dispatch center was modernized with new computer aided dispatch equipment and furniture systems. Renovations in the administrative areas of the facility will begin next year.

Mayor's Office on Disability

BOA continued to work with the Mayor's Office on Disability on the implementation of several projects this fiscal year as part of the City's Americans with Disabilities Act (ADA) Transition Plan. These initiatives included new signage at City Hall, several projects at the San Francisco General Hospital campus to improve accessibility, the Sheriff's Department Women's' Re-entry Center and the installation of evacuation chairs at selected sites around the City to assist in fire evacuations. Design work also started on a series of accessibility improvements at Union Square with continued work on ADA improvements at San Francisco General Hospital and at various neighborhood health centers under the Direction of the Mayor's Office on Disability.

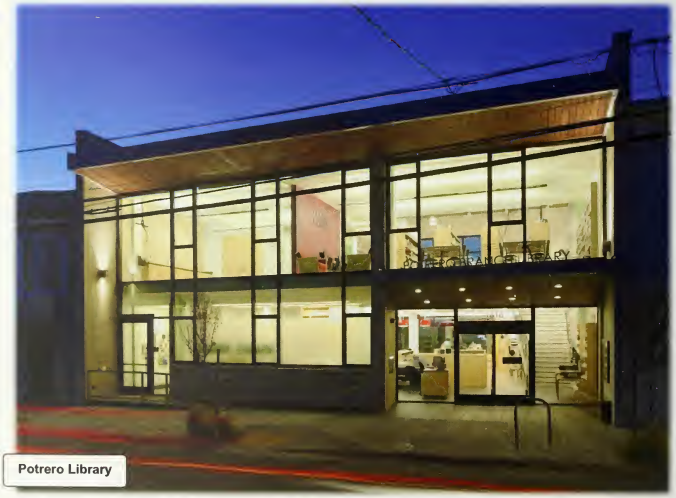
SF Branch Library Improvement Program (BLIP)

The historic renovation of the Senator Milton Marks Richmond Branch Library was completed May 16, 2009 as part of the Branch Library Improvement Program (BLIP) which was awarded the 2010 American Public Works Association project of the year for Historic Renovation in the category of projects that range between $5- $25 million.

In FY 09-10, DPW completed construction on Eureka Valley, Bernal Heights, and Potrero Branch Libraries and they are now open to the public.

This year, construction began on four more branch libraries including the Visitacion Valley & Ortega branch libraries; which broke ground in June 2009 and contracts were awarded for the renovation of Anza and Merced Branch Libraries.

Bernal Heights Library



Potrero Library

Visitacion Valley Library

Eureka Valley Harvey Milk Library

The Ortega Branch Library also broke ground in June 2009 followed by Merced and Anza Branch Libraries. All four of these branch libraries were designed to meet LEED Silver Certification and scheduled to open in FY 10-11.

Ortega Library

San Francisco Public Utilities Commission

This year, BOA began to support the PUC with architectural services for their ground water and recycled water distribution systems within the City and County of San Francisco. These systems will provide an alternative source of non-potable water to the City for irrigation of parks and landscaped areas around City facilities.

BOA is working with PUC to replace the historic Outfall Temple at Calveras Dam. Originally designed in conjunction with the Hetch Hetchy Water System in the early 20th Century, this new structure will replicate the old facility in style but increase in size as the dam is rebuilt to become seismically safe.

Historic Outfall Temple at Calaveras Dam

In addition, BOA and BOE are assisting PUC in the preparation for the master plans for the Sunol and Millbrae Yards. The master plans call for improvements in land-use and new facilities in both yards, including a visitor center in Sunol and a water quality laboratory in Millbrae.

Department of Public Health

Working with our client agency, the Department of Public Health, BOA has helped leverage the Americans with Disability Act funding into major improvements at several health centers. Potrero Hill Health Center started construction in December; the Silver Avenue Health Center Children's Behavioral Health Suite was completed in March, and the Chinatown Health Center was completed in June. An improvement to SFGH's Surgical Rooms in Wing 6G also began and the SF General Hospital Traumatic Brain Injury Restroom is under construction.

BOA assisted DPH in the procurement of a $9.5 million federal grant for a project at the SF Office of AIDS Renovation (SOAR) and started design work in March. The project has a tight delivery schedule in order to meet federal funding guidelines.

Bureau of Engineering (BOE)

Bureau Manager, Patrick Rivera

BOE provides mechanical, hydraulic, electrical engineering and landscape architectural planning design, and consultation services for a range of capital improvement projects. The Bureau also manages infrastructure programs for the repair, renewal and maintenance of City-maintained streets, the sewer system, wastewater treatment plants, water facilities, street structures, and streetscapes, wastewater delivery, water facilities. This fiscal year, clients included the Fire Department, Recreation and Park Department, the Municipal Transportation Agency (MTA), the SF Public Utilities Commission (SFPUC), the Department of Public Health, the San Francisco General Hospital, the San Francisco Public Library, the Airport, the Youth Guidance Center, the Port, Mayor's Office on Disability, the Department of Building Inspection, and the Redevelopment Agency.

In FY 09-10, BOE completed a number of significant projects.

- The Streets & Highways Section awarded seven paving projects with $13 million received from the Federal Economic Stimulus Grants under the 2009 American Recovery and Reinvestment Act.
- The Hydraulics Section designed and contracted 21 sewer projects totaling $63 million for the SF Public Utilities Commission.
- The Mechanical Section designed five projects for the San Francisco Public Library and Recreation and Park Departments that met LEED Silver certification standards and continued to provide pump station designs to support SFPUC's Water System Improvement Program.
- Landscape Architecture continued to provide designs for streetscape and Great Street projects like the Divisadero Streetscape Improvement Project as well as parks and playgrounds for the Recreation and Park Department.
- The Structural Section revamped the Roadway Structures Inspection and Repair Program scoring system, and the sped the inspection process of roadway structures. In addition, the section designed and repaired 35 Street Structures through the program. Finally, in coordination with the Mayor's Office on Disability and the Paving Program, the Curb Ramp Program built 1,850 curb ramps in neighborhoods citywide providing access to the disabled community.

HYDRAULIC ENGINEERING

The Hydraulic Engineering Section provides planning, design, and consulting engineering services for the City's sewer system with primary focus on the collection system through the SFPUC's Repair and Replacement Program and the Ten-Year Capital Improvement Program. This Section responds to sewer emergencies and flooding/odor complaints; develops and maintains Sewer Geographic Information System; reviews submittals from developers; provides support to the SFPUC to improve sewer flow conveyance and collection system asset management, and assists the SFPUC in the development of its Sewer System Master Plan. During the FY 09-10, Hydraulic engineers designed and contracted 21 projects totaling $63 million. Hydraulic Engineering services were also provided to other departments and to their consultants on numerous projects.

Highlights include:

- Divisadero Streetscape Improvements and Sewer Replacement
- Colon/Greenwood/Plymouth/Southwood/Wildwood/Miramar Sewer System Improvement and Pavement Renovation
- Great Highway Emergency Slope Stabilization-Drainage Work
- Bernard/Jones/Pacific/Powell/Pleasant/Spring/Taylor Sewer Replacement
- Taylor Street Pavement Renovation Project
- Central Subway Utility Relocation Contract 1
- Sunnydale Sewer System Improvement Project
- Mixed Liquor, Return Activated Sludge and Head works Facilities Odor Control Improvements
- Battery Street Sewer Replacement and Pavement Renovation
- California Cable Car Improvement and Sewer Replacement Project.
- St. Francis Circle Rail Replacement Project and Sewer Improvement
- North Shore to Channel Force Main Improvement Project
- Folsom, 13th and 19th Street Pavement Renovation and Sewer Replacement
- South of Market Alleyway Improvement Project
- Bromley Place Sewer Replacement
- Fell Street Pavement Renovation and Sewer Replacement Project
- Vallejo Street Emergency Sewer Replacement
- Drainage work for the Recreation and Park Department Improvement Project
- John McLaren Memorial Rhododendron Dell Renovation Project

Vallejo Street Emergency Sewer Replacement

In response to an emergency declared by the SFPUC, DPW's Bureau of Engineering designed and replaced an aging (100+ year-old), collapsing sewer system on Vallejo Street in the Pacific Heights neighborhood. The project consisted of constructing 12" diameter vitrified clay pipe sewer main and replacement of all side sewer laterals. This was part of a coordinated effort with DPW's Bureau of Street and Sewer Repair to repave the roadway after the completion of the emergency work. The photo shows DPW installing a new pipe.

Emergency Sewer Replacement on Vallejo Street

Battery Street Pavement Restoration and Sewer Replacement

As part of a joint venture project between DPW and SFPUC, existing segments of egg-shaped brick sewers were rehabilitated with cured-in-place liner for the first time in San Francisco along the Battery Street corridor. Other shorter segments of brick sewer were rehabilitated by applying a layer of composite cement mortar to the sewer interior walls. By implementing these rehabilitation methods, sewer replacement by means of open-cut excavation eliminated conflicts with other underground utilities and construction impacts to the public were minimized. The use of open-cut sewer replacement was minimized and implemented at locations where the existing sewer pipes were found to have severe structural deficiencies. The project scope included street resurfacing, curb ramp upgrades and drainage work. A comparison between the existing and rehabilitated sewer is illustrated below.

Battery Street Sewer, Before and After Installation of Lining

Sunnydale Sewer Improvement Project, Phase I

This project included upgrades to the City's sewer system in the Visitacion Valley neighborhood which experiences severe flooding during winter months. The Sunnydale Auxiliary Sewer Project addresses resident flooding complaints by constructing an auxiliary 9.5' to 11' diameter tunnel using an earth pressure balance machine (EPBM) connecting the existing Sunnydale Transport Box structure on Harney Way to the sewer facilities located just east of the intersection of Bayshore Boulevard and Sunnydale Avenue. A tie-in structure will be constructed at Harney Way and Alana Way. From the tunnel pit at Bayshore Boulevard and Sunnydale Avenue, an 8' diameter pipe will be installed crossing the intersection using micro tunneling. A control structure will be constructed at western end of this 8' diameter pipe and will include future tie-in for work that will take place under Sunnydale Sewer System Improvement Phase II, which upgrades the City's sewer system west of Bayshore Boulevard. The estimated cost of this project is $40 million and construction will begin in the summer of 2010.

Taylor Street Improvements

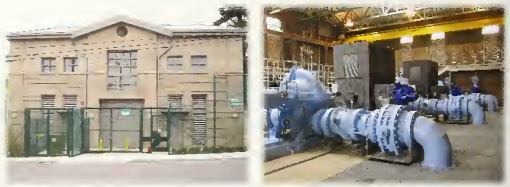
This project will improve the roadway and sidewalk area in front of businesses and restaurants fronting Taylor Street in Fisherman's Wharf. The project is a joint venture between DPW, the Port of San Francisco and the SFPUC. The sidewalk was widened by 10 feet and the roadway was reconstructed to improve surface drainage. The project also included the relocation of water mains, the construction of 10-inch diameter force main, and the relocation of an existing sewer main and connection to a 51-inch diameter reinforced concrete sewer on Jefferson Street. A trenchless excavation method was used to construct a new sewer segment under the historic F-Line street car. Construction staging plans were included in contract drawings and construction operations were performed at night through early morning due to large pedestrian activity in this tourist area. DPW provided professional engineering services for the design and construction of this project and the Port provided project management and coordination.

MECHANICAL ENGINEERING

Mechanical engineers perform a variety of services for the improvement and enhancement of several public facilities as well as portions of the City's infrastructure. In FY 09-10, construction began on five projects designed to meet LEED Silver Certification ratings: Anza Branch Library, Merced Branch Library, Ortega Branch Library, Visitacion Valley Branch Library, and Chinatown Recreation Center.

Several infrastructure projects under BOE mechanical section are highlighted below:

Alemany Pump Station Upgrade



Exterior and Interior of Alemany Pump Station

The Alemany Pump Station Upgrade is a project identified in the Water System Improvement Program (WSIP) for repair, replacement, and seismic upgrade of the Hetch Hetchy Water System managed by the SFPUC. The project included demolition of the existing building, construction of a new reinforced concrete building with a bridge crane, new pumps, a sprinkler system, an electrical system, a stand-by generator and generator building, the replacement of surge tanks, security fencing and monitoring systems, landscaping and other site work. This project provided the necessary facilities to support the Supervisory Control and Data Acquisition (SCADA) project by adding automation, where needed. DPW completed the construction of this project in October 2009.

Mount Davidson Pump Station and Storage Tank Upgrade

The Mount Davidson Pump Station and Storage Tank Upgrade are two other projects identified in the Water System Improvement Program (WSIP) for the repair, replacement and seismic upgrade of the Hetch Hetchy Water System managed by the SFPUC.

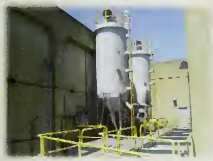
The project scope included the demolition of existing building, constructing of a new reinforced concrete building with new pumps, a sprinkler system, an electrical system, new trailer mounted stand-by generator, a surge suppression system, security fencing and monitoring systems, pipeline, landscaping, storage tank and tunnel structural seismic improvements, and public access improvements on site.

This project was essential to support the Supervisory Control and Data Acquisition (SCADA) system by adding equipment automation and control. DPW completed the construction of this project in January 2010.

Exterior and Interior of Mount Davidson Pump Station

Channel Pump Station Odor Control and Facility Improvement

The Channel Pump Station Odor Control and Facility Improvement project included the replacement of the inlet sluice gate, barscreens, chemical injection system, hydraulic actuators, discharge piping, seal water supply system, control system, power supply system, machine monitoring system, station security system, complete main lifting pumping system assembly, and odor control system. One aspect of this work was treating odors via carbon units. Two units were installed including supportive platform, catwalk, fans, dampers, ductwork and supports. DPW anticipates completion of this project in July 2010.



Channel Pump Station Odor Control and Facility

San Francisco Fire Department Fireboat Maintenance Contract

The six- year fireboat maintenance contract was developed to provide maintenance service and upgrades to both SFFD fireboats, the Phoenix and Guardian. Under the contract, the contractor performed various maintenance work and upgrades to the Fireboat Phoenix including sea valve servicing, zinc anode replacement, hull cleaning and bottom paint, ultra-sonic hull thickness measurement, steering system and fire pump piping upgrades. During the course of the contract, BOE partnered with SFFD and other key City Divisions to identify contracting improvements and streamline efficiencies. The result of this effort was a written procedure for effectively administering the fireboat contract in future years. Construction work on the fireboat Phoenix was completed in November 2009.

SFFD Fireboat

SFFD Auxiliary Water Supply System Relocations and New Lines

Construction work this past year included removing and replacing high-pressure hydrants at various locations throughout the City including hydrant laterals to accommodate sidewalk widening for the Valencia Streetscape project and the construction of bus bulb-outs at Jones and McAllister streets for projects with the SFMTA. Completed design packages for high-pressure fire mains included four contracts for the Mission Bay developments which consisted of more than eight blocks of new mains, a dozen new high-pressure hydrants and the kick-off for SFMTA's Central Subway project along Fourth Street.

Auxiliary Water Supply System Mains

Security Lighting at Pier 80

BOE provided services for the installation of security lighting at Pier 80 located at the intersection of Cesar Chavez and Maryland streets. This project replaced existing high mast poles and fixtures with three new 80 foot high masts with six 1000Watt metal halide fixtures per pole in new foundations and motorized lowering devices. Pole foundations are 8' wide by 10 ½' high with four 100 foot torque down piles in bay mud. All controls via an astronomical time clock with manual key operated override switch. The work scope also included the replacement of seven poles and fixtures with new 80 foot high mast poles and ten 1000Watt Metal Halide fixtures per pole utilizing existing foundations, conduits and cables. It also included the replacement of all the existing exterior building lights on Shed A and Shed D with energy efficient fixtures which are connected to a photocell and astronomical time clock with key operated manual override.

Empty conduits and pull boxes were provided to the building for future Closed Circuit Television installation.

This Homeland Security project provided enhanced security to the Pier to deter vandalism.

80 Foot High Mast Fixture

Pier 80 Electrical Site

SFgo Program

SFgo program is spearheaded by the San Francisco Municipal Transportation Agency and is a citywide transportation management system that promotes transit and reduces traffic congestion. It provides the following:

- Intelligent transit signal priority with peer-to-peer communication between signal controllers.
- Real-time traveler information regarding incidents and special events.
- Monitors traffic to adjust signal timing as needed.
- Ensures reliable and optimum signal timing as well as pedestrian and bicycle safety by installing state-of-the-art traffic signal controllers, equipment, and interconnections.

SFgo at Third and Mariposa

BOE installed five variable message signs in SOMA and on Third Street. The signs are located on Fourth and Minna streets; Fifth and Clara streets; Third and Mariposa streets; Third and Marin streets; and Third and Paul streets and will display street closure, emergency, and public service announcements. The Fourth and Fifth Street signs will also direct travelers to city-owned garages with available parking spaces. These signs are connected by fiber optic cables via the intersection controller.

An SFgo Electronic Alert

Landscape Design

In FY 09-10, landscape architects planned, designed, and renovated spaces within the City's rights of way, parks, plazas, open spaces and other landscaped areas.

Highlights include:

- Divisadero Streetscape Improvement Project
- Valencia Streetscape Improvement Project
- Leland Avenue Streetscape Improvement Project
- Newcomb Avenue Improvements
- Balboa Streetscape Improvement Project
- Beckett, Wentworth and Cooper Alleyway Improvements in Chinatown
- McCoppin Square Renovation
- Hamilton Pool Site Improvements
- Potrero Hill Recreation Center Site Improvements
- Sue Bierman Park
- Presidio Heights Park Renovation
- Golden Gate Park Carrousel Site Improvements
- Muni street crash barrier to planter on Kearny Street
- Crystal Springs Pump Station Site Improvements
- Crystal Springs Pipeline Site Improvements
- LaGrande Pump Station Site Improvements

Buena Vista Park Improvements

In November 2009, DPW completed a $1.9 million renovation of the 36 acre Buena Vista Park in the City's upper Haight neighborhood on behalf of the Recreation and Park Department. The once lush park was in dire need of attention with major erosion problems. A neighborhood group, Buena Vista Neighborhood Association, strongly advocated for the restoration of this City amenity and worked tirelessly with City design staff to make improvements. After years of advocacy, their hard work finally paid off and they were rewarded with a world class park once again.

Buena Vista Park

Park improvements included a mid-slope disabled accessible trail paved with special resin for durability. Mature trees were trimmed and declining vegetation removed for pedestrian safety. Sensitive earth contouring and drainage improvements resolved erosion problems and allowed re-vegetation of the slopes with native and drought tolerant plants. New site furnishings, attractive masonry retaining walls and other park upgrades re-established Buena Vista Park as a must-visit City destination.

Lincoln Playground Renovation

On April 23, 2010 the City officially reopened Lincoln Park Playground at Clement Street and 33rd Avenue in the Richmond District. The playground was completely renovated with a project budget of $1.3 million and included all new state of the art play structures, seat walls, picnic tables, a restored lawn, swings and more.

The neighbors and the Friends of Lincoln Park worked collaboratively with City design staff to transform this playground into an exciting brand new facility. Richmond District Supervisor Eric Mar also attended and welcomed the neighborhood to the new park during a ribbon cutting which included participants of the park's main users – happy and excited children from the neighborhood.

Lincoln Playground

Structural Engineering

The Bureau of Engineering's Structural Section provides planning, consultation, and structural engineering design and construction support services for a variety of projects including sewer repairs, roadway structures, retaining walls, building renovations and seismic strengthening, and new facilities and structures.

In FY 09-10, the section completed numerous design and construction projects. Several of these projects are highlighted below:

Sunnyside Conservatory

The Sunnyside Conservatory is an historic recreation center. The project included seismic retrofit and partial re-construction of the structure as well as extensive site work to make the grounds compliant under Americans with Disabilities Act guidelines.

Interior of Sunnyside Conservatory

Pulgas Discharge Channel Modifications Project

The objective of the Pulgas Discharge Channel Modifications Project is to modify the discharge channel to meet the anticipated peak flow of 250 millions of gallons per day (MGD). Thus, improvements to the discharge channel included the repair of cracks in the walls and slab, the stitching of each channel section together, the installation of struts to stabilize the tall tapered retaining wall, and the extension of channel walls with stainless steel plates.

Pulgas Discharge Channel

Eureka Valley Library

The Eureka Valley Library is a one-story concrete masonry block building. The renovation work included horizontal addition and seismic upgrade, interior alterations, and some site work.

Exterior and Interior of Eureka Valley Library

Visitacion Valley Branch Library

This new one-story 8,822 square feet building is a steel and wood framed building with a crawl space below wood-framed floor and partial basement. The center wing, which consists of a high-bay octagon reading area, is bounded by four lower wings that house library support function areas. The building is supported laterally by steel moment-resisting-frames and structural wood panel shear walls.

Visitacion Valley Construction

Ortega Branch Library

Design of Ortega Branch Library

Under construction, Ortega Branch Library is located on Ortega Street and 39th Avenue, adjacent to Recreation and Park Complex Playground. The new one-story 9,300 square feet steel-framed building is laterally supported by steel braced frames.

Structural Engineering (Street Structures)

DPW maintains more than 300 Street Structures, including tunnels, bridges, overpasses, underpasses, viaducts, stairs, retaining walls, and other structures that are used by the general public. DPW is responsible for keeping these structures in good condition and ensuring that they are safe. The purpose of the Roadway Structures Inspection and Repair Program is to ascertain the structure's physical condition and to determine if it needs maintenance and repair.

Street Structures are rated to indicate their deficiencies, structural adequacy, and overall general condition. With a $2 million budget for the program in the Fiscal Year of 09-10, BOE designed and repaired 35 Street Structures through the program. DPW also applied and successfully received $450,000 in Federal Economic Stimulus Grants under the 2009 American Recovery and Reinvestment Act for the improvement of street structures. Construction of repair projects with these funds is scheduled to begin in the Fiscal Year 10-11.

Highlights include:

Bridge/Tunnel Repairs:

- Islais Creek Bridge Concrete Spalling Repair
- Islais Creek Bridge Steel Grating Repair
- 3rd Street Bridge Metal Deck Bolt Repair/Replacement
- Stockton Tunnel Pedestrian Walkway Repair

Retaining Wall/Guardrail Repairs:

- Quintara Street Retaining Wall
- Calhoun Street Retaining Wall
- Twin Peaks Boulevard Guardrail
- Montgomery Street Guardrail

Stair Concrete Repair:

- Eugenia-Kingston Stairs
- Kearny Street Stairs
- Broadway Street Stairs
- Kearny Street Stairs
- Carolina Street Stairs
- Cascade Walk Stairs
- Aerial Way Stairs
- Sanchez Street Wall and Stairs
- Highland Ave Concrete Pathway

Metal Railing Repairs:

- Justin Drive Guardrail
- Geary Expressway Underpass
- Brotherhood Way Pedestrian Overpass
- Romain Street Pedestrian Overpass
- Douglass Street Wall and Stairs
- Rosenkranz Street Stairway
- Holladay Ave Stairway
- Liberty Street Retaining Wall
- Saturn Street Wall and Stairs
- Sanchez Street Wall and Stairs
- Blairwood Lane Stairway
- Upper Market Street Structures

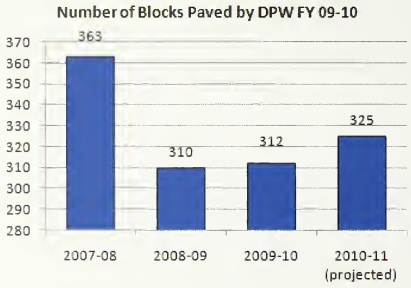
Painting Repairs:

- Market Street Sidehill Viaduct #1 through #6

Street Resurfacing

With a $41.7 million budgeted for repaving projects this fiscal year, BOE successfully designed, paved, and rehabilitated 312 blocks, and slurry sealed 160 blocks through the Street Resurfacing Program. The program provides safe, smooth, accessible and high quality streets. DPW also successfully constructed multiple paving projects in 09-10 with $13 million received from the Federal Economic Stimulus Grants under the 2009 American Recovery and Reinvestment Act.

BOE maintains approximately 850 miles of streets, comprised of 12,517 blocks. The program consists of paving, concrete base repair, sidewalk, curb, and curb ramp reconstruction, and concrete parking strip repair. The work is coordinated with utility companies to minimize excavation conflicts. BOE links its street resurfacing work with the department's Pavement Management and Mapping System (PMMS), which sets priorities for City-maintained streets based on factors such as pavement condition, type of street use, and transit routes.



This fiscal year, BOE improved maintenance coordination and consistently informed the public of upcoming street construction projects in an effort to minimize impacts to everyone that shares the roadway. In high-density neighborhoods, BOE worked closely to coordinate the needs of the community with contractors including working through the nights and weekends. Timely street paving has resulted in a smooth ride for transit riders, pedestrians, motorists and bicyclists, increasing the quality of life for San Franciscans.

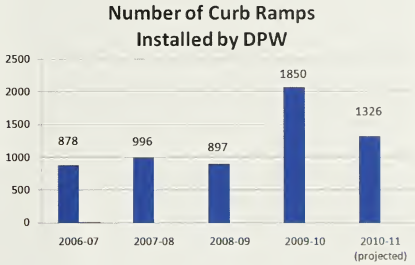
Great Streets Projects

Divisadero Streetscape Improvement project is located on Divisadero Street between Haight Street and Geary Boulevard. Improvements include new bus bulb-outs and median widening with trees, landscaping & irrigation, lighting fixture upgrades, public art, planting of new street trees, new site furnishings, and a newly resurfaced roadway. These improvements coincide with streetscape repaving and a sewer upgrade project. Working with the Divisadero community, DPW, the Municipal Transportation Agency, and the Mayor's Office of Economic and Workforce Development held a series of community workshops in fall 2007 to determine the needs of the Divisadero corridor. The total budget for this project was $6.3 million.

Curb Ramps

DPW maintains approximately 7,200 street intersections in San Francisco. Some are not accessible for people with disabilities and some are partially or fully accessible. All public and private paving and construction projects are required to provide compliant curb ramps. Curb ramp specific projects are also constructed through the DPW Curb Ramp Program, with priority given to locations requested by persons who are disabled. The DPW Curb Ramp Program had a total budget in FY 09-10 of $7.6 million.

In coordination with the Mayor's Office on Disability and other city departments, DPW ensures efficient design and the construction of curb ramps. The role of the department is to evaluate the entire intersection to provide properly located curb ramps that comply with departmental standards and regulatory requirements. In FY 09-10, 1,850 curb ramps were constructed in neighborhoods citywide under DPW design and construction; the highest amount in years.



Bureau of Construction Management (BCM)

Bureau Manager, Don Eng

BCM's core responsibility is to oversee and ensure that Public Works construction projects are completed in a timely manner, follow city, state, and federal guidelines and codes, are consistent with technical plans and specifications, are completed within budget while minimizing the impacts of construction on residents and businesses.

The Bureau's engineers, architects, and inspectors provide a wide range of construction management services and expertise for City departments including the San Francisco Municipal Transportation Agency, SF Public Utilities Commission, Fire Department, Recreation and Parks Department, and the Public Library. BCM's quality control efforts include materials testing, environmental services, and the enforcement of all construction and building codes.

The bureau completed nearly 50 projects this fiscal year.

Street and Streetscape Projects

BCM managed the renovation and construction of repaving projects and streetscape improvements. The group ensured that the rehabilitation of the roadway, repair of the sidewalk curbs and parking strips, the construction of curb ramps, installation of traffic calming features such as bulb-outs; sidewalk widening, street lighting, pedestrian countdown signals, crosswalk treatments, and landscaping are completed according to plans, guidelines, and specifications.

Projects managed this year, include:

- Lower Polk Streetscape Improvements
- Chinatown Alleyway Improvements
- Divisadero Streetscape Improvements
- Valencia Streetscape Improvements
- Taylor Street Improvements
- Van Ness Avenue Improvements
- Leland Avenue Streetscape Improvements
- Jones Street Pavement Improvement

Valencia Street

Leland Avenue

BCM managed the Inner Sunset Traffic Calming project, part of a citywide program to develop safer streets for pedestrians and vehicles. The project built bulb outs at busy intersections along Irving Street to improve visibility for pedestrians and motorists.

BCM was also part of the SFgo Project that improves safety and provides efficient navigation on city streets by improving traffic engineering technologies around the City. DPW installed interconnect conduits, closed circuit television cameras, controllers, and variable message signs at 24 major intersections throughout the City with the management of staff from BCM.

San Francisco Municipal Transportation Agency (SFMTA)

In 2009, BCM provided construction management services on behalf of SFMTA for the Central Subway - Moscone Station and Portal Utilities Relocation Project. The project is part of the city's larger Central Subway project, which will link neighborhoods in the southeastern part of San Francisco to Downtown and Chinatown.

Beginning 2010, BCM and SFMTA began collaborating on the project's massive public/private utilities relocation and strengthening as well as stabilizing foundations (underpinning) of existing buildings on Fourth Street from Bryant to Howard streets as a prelude to future construction of the Moscone Station and the Tunnel Portal.

Construction on Fourth Street

BCM's primary roles and responsibilities include managing and coordinating the relocation and construction of utilities that currently reside within the footprint of the proposed new station and portal, and inspecting and overseeing the protection and underpinning of adjacent buildings. BCM assures that the level of quality set by the Plans and Specifications are achieved through reviews, inspections, tests, and audits.

SF Public Utilities Commission (SFPUC)

In FY 09-10, BCM assisted the SFPUC by providing construction management on several sewer replacement projects and water facility improvements:

- North Shore to Channel Force Main Improvements
- Oceanside WPCP Water Pollution Control Plant Improvements
- Channel Pump Station Odor Control & Facility Improvements

Branch Library Improvement Program (BLIP)

DPW manages the Branch Library Improvement Program (BLIP) for the San Francisco Public Library. By providing project management and construction oversight, DPW is overseeing the largest building campaign in San Francisco Public Library history. The program includes the construction and renovation of 24 branch libraries (16 renovations and eight new buildings) and will provide seismically safe, accessible, technologically updated, and code compliant branch libraries in every neighborhood.

DPW provided construction management services to the following branch libraries this fiscal year:

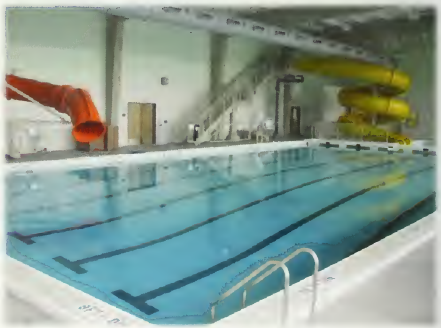
- Anza Branch Library
- Bernal Heights Library
- Golden Gate Branch Library
- Merced Branch Library
- Ortega Branch Library
- Park Branch Library
- Parkside Branch Library
- Portola Branch Library
- Potrero Branch Library
- Visitacion Valley Branch Library

BCM also managed construction projects for other city agencies including renovation and improvement projects at:

- African American Art and Culture Complex
- SFMTA, One South Van Ness Tenant Improvements Project
- Emergency Operations Center and 911 Call Center at 1011 Turk Street
- The Mission Bay Development
- Hunters Point Shipyard Conversion

Recreation and Park Department

BCM managed a number of recreation center and playground projects. Engineers ensured that every detail of a project adhere to current laws and comply with existing guidelines and plans.



Hamilton Pool and Recreation Center

Kimball Playground

- Hamilton Pool and Recreation Center Renovation
- Lincoln Playground Renovation
- Kimball Playground
- St. Mary's Playground Renovation
- SF Zoo Rhino and Hippo Exhibit
- Sunnyside Conservatory
- Harvey Milk Center for Recreational Arts
- Music Concourse Fountains

Site Assessment and Remediation Division

Through its Site Assessment and Remediation Division, BCM provides a range of environmental and construction services for client departments such as site history and investigation, risk assessment, environmental planning, compliance, monitoring and mitigation, oversight and abatement of hazardous materials, sediment characterization and coastal engineering, environmental site remediation of soils and groundwater, permitting and removal of underground storage tanks; and other inspection and testing of materials.

The Materials Testing Laboratory

BCM provides professional quality control services through its Materials Testing Laboratory, which is a fully certified testing laboratory that ensures construction materials used on all City projects are in compliance with contract plans and specifications.

Bureau of Street Use and Mapping (BSM)

Bureau Manager, Barbara Moy

Permits and Plan Checking

DPW processed more than 24,300 permits in FY 09-10, representing a decrease of approximately 6.7% in the number of permits issued from the previous fiscal year due to the economic turndown.

BSM's Permit Division continues to embrace the department's strategic goal in working with various internal and external stakeholders on the creation of DPW Order related to recycling of construction materials and has streamlined the approval process for establishing streets to parks.

BSM worked collaboratively with the Planning and Building departments to establish protocols whereby the departments meets with private developers on a regular basis to identify developmental projects that will improve the right-of-way in accordance with both the department's Strategic Plan and the citywide Better Streets Plan.

DPW worked collaboratively with utility agencies in identifying projects under the five- year plan that resulted in partnerships between the City and utility companies. These partnership projects resulted in a more refined, finished and restored right-of-way that ultimately benefits the general public while reducing impacts to the community.

BSM Program Summary	FY 2009-2010
Permits Issued	24,300
Inspections Conducted	15,788
Sidewalk Inspection and Repair Program (SIRP)	130 sq blocks inspected
Pedmount Newsracks Installed	80
Mapping Backlog	Decreased by 3%

Subdivision and Mapping

BSM also manages and organizes the City's subdivision and mapping. Subdivisions submitted to BSM decreased from 505 active projects with an 8% backlog on July 1, 2009 to 410 active projects with a 5% backlog by the end of the fiscal year. The reductions in active projects and backlog are attributed to continued dedication of DPW staff to make the subdivision process more efficient. The decrease in active project was also due to the current economic climate.

A total of 86 field jobs were contracted with other city agencies increasing our field budget by 16% to a total of $1.4 million. The increase in the amount of field work was due to the skill level and experience of staff, upgrades in field equipment (survey instruments and Global Positioning System units), and the committed efforts of staff to increase productivity.

BSM staff contributed to a variety of projects such as providing survey work for the MTA's new Central Subway project, the completion of survey work for Transbay Joint Powers Authority, and the monitoring of the San Francisco General Hospital construction.

Inspection and Enforcement

Street Inspectors conducted 15,788 inspections for sidewalk damage, utility excavations, and street improvement projects in FY 09-10. These inspections ensure that excavated streets and infrastructure are accessible and provide safe paths of travel on public right of ways. Of these, 71% of requests for action, related to utility work within the public right-of-way, were responded to within 24 hours.

In addition, inspections of over 130 square blocks of sidewalk were performed under the Sidewalk Inspection and Repair Program.

The Inspection Division also assumed responsibility for the Blight Ordinance and worked collaboratively with BSES to investigate and take appropriate actions against blighted properties.

News Rack Program

During the year, the News Rack Program focused primarily on adding pedmount units (pictured above) to neighborhood commercial corridors. During this time, more than 80 new units were installed in areas such as West Portal, Irving Street, and Taraval Street. The News Rack Program reassigned 515 box spaces in Union Square, Civic Center and the Financial District that had been abandoned during the year because of the economy.

News Racks near AT&T Park

DPW also regulates and monitors free standing news racks belonging to publishers. Program staff ensures that publishers maintain their news racks and keep them free of graffiti and other types of vandalism. DPW began issuing citations to publishers electronically this year, shortening the time it takes to correct problems. DPW issued nearly 5,000 citations for maintenance issues this fiscal year.

OFFICE OF FINANCIAL MANAGEMENT AND ADMINISTRATION (OFFMA)

Deputy Director, Robert Carlson

Finance, Budget, and Performance Division

Division Manager, Douglas Legg

The Finance, Budget and Performance Division is responsible for budget preparation and negotiation, grant writing and administration, financial planning, capital planning, performance analysis, measurement, improvement and reporting. The Division develops reports and prepares analyses for the management and implementation of DPW projects and programs. The division coordinates the annual budget process; prepares an annual Indirect Cost Plan, which ensures fair allocation of overhead costs across all programs, projects and funding sources; participates in capital planning efforts and bond authorizations; develops departmental capital plans and grant proposals; prepares financial management reports; and coordinates reporting on DPW's performance through the City's performance measurement system and the Department's strategic planning process.

In FY 09-10, the grants unit:

- Applied for and received $13 million in American Recovery and Reinvestment Act (ARRA) grant funds for repaving, curb ramp, and stairway projects.
- Redirected $3.1 million in cost savings from ARRA to new paving and curb ramp construction projects
- Completed applications for block grants totaling $11.5 million streetscape, street resurfacing, and bicycle and pedestrian project funds.
- Received $6 million in local sales tax program grants for paving, curb ramps, sidewalk repair, tree planting and maintenance, and equipment, and filed applications for $6.1 million in grants for FY 2010-11
- Applied for and received $1.3 million in local sales tax program grants for an emergency stabilization project on the Great Highway
- Prepared applications for $11.2 million in regional Transportation for Livable Cities funds that, if approved, will go toward streetscape improvement projects
- Issued Certificates of Participation with the City's Office of Public Finance to fund $33 million in projects including street resurfacing, curb ramp construction, street structure renovation, and sidewalk repair.

Recognition of BSD Super Star Performers

The division had a leading role on the City's Street Resurfacing Finance Working Group with community stakeholders and other City staff. The group's final report outlined a number of potential avenues for a secure, long-term funding source for maintaining the City's streets. In the coming year, the division will work to share the group's recommendations to key stakeholders.

The performance unit, working with the DPW Information Technology (IT) Division, spearheaded the development and implementation of a Business Intelligence/Data Warehouse project that will improve the delivery of services to client agencies through the timely analysis of data. The division also established baseline information on the time it takes the department to perform key tasks such as repairing a pothole or trimming a tree. This information is key as the department works to increase productivity in order to maximize available resources. The team will also work on procuring new routing software; which will be used to improve the efficiency of DPW's mechanical street sweeping program, as well as other department programs within DPW's Operations Bureaus.

Business Services Division (BSD)

Division Manager, Jocelyn Quintos

BSD reviews and processes the department's accounting and procurement transactions within the City's online system (FAMIS and ADPICS); prepares grant and other agency billings; processes job orders; performs account analyses; prepares project and organizational reports; provides administrative support for business systems; and coordinates grant audits citywide. The division is responsible for contract administration and compliance including development and administration of the competitive bid processes for construction and professional services.

The division embodies the four C's- Client Service, Cost Management, Compliance and Controls- in helping to manage millions of dollars in work order funds, bonds, grants, special revenue and general fund for various projects every year.

The Business Services Division processed thousands of complex transactions this fiscal year, including:

- 43,000 journal entries
- 2,500 grant entries
- 83 construction and professional service contracts
- 311 task orders and contract service orders
- 40 change orders
- 3,600 job order requests
- 4,600 cash receipts
- 16,000 payments
- 1,700 work orders
- 4,000 procurement requests
- 7,000 RAS Transactions

This year, the division co-led the development and implementation of the Contract Automation System with the Information Technology (IT) group. This project included the Contract Automated Tracking (CAT) database, online Contract Service Orders (CSO), online DPW orders, and the online OFFMA81 process for construction. The implementation project was expansive, with both the Business Services Division & the IT team training more than 300 internal employees and 120 external vendors. These systems helped streamline the contract process, reduced paper usage and increased the effectiveness and efficiency of contract requests. One notable impact of this project is the reduction of processing time for CSO's from 55 days to seven days.

Through the Contract Automation System, a new way to certify signatures was employed. DPW became the first department to implement the use of digital signatures in legal contract documents in early fiscal year 2009/2010. Hundreds of CSOs and Task Orders were processed successfully utilizing the new electronic work flows and electronic signatures; resulting in a reduction in the processing time from several weeks to a week or less.

The Division was also able to successfully meet the reporting requirements of Chapter 14B, also known as the Local Business Enterprise and Non-Discrimination in the City's Contracting Ordinance, through the CAT and RAS systems; which helped classify contractors and subcontractors between small and micro local businesses as "minority owned," "women owned," or "other owned."

BSD also helped develop and implement a credit card online payment system. In March 2010, the department launched this initiative which allows the public to pay for various permit renewals and penalties through the department's Bureau of Street Use & Mapping online payment system. By the end of the fiscal year, the bureau received more than100 payments online. This initiative began because of feedback from the business community; specifically from small businesses.

The Federal Highway Administration (FHWA) commended DPW for its review of contractor payments under the Divisadero Streetscape Improvement project which was funded by the American Recovery and Reinvestment Act. During FHWA's annual briefing to Caltrans, DPW was given specific mention for its process on internal controls, separation of duties, detailed pay item quantities and measurement and electronic data systems.

Information Technology Division (IT)

Acting Division Manager, Ephrem Naizghi

The IT Division is responsible for all information systems related services within the Department of Public Works. The division designs and develops applications, maintains the IT infrastructure, and manages the implementation of projects to support users, managers and other city departments.

Summary of Fiscal Year Activities:

Total IT budget for the year $8,799,749 (includes all Bureau IT budget and work order to Department of Digital Technology)

Accomplishments and Highlights:

IT Consolidation

This past year, the division made significant progress in creating an integrated IT organization that will serve the needs of the department by combining all IT services under one umbrella with the goal of becoming a more efficient and effective centralized enterprise-oriented agency. Highlights include:

- Created a centralized Help Desk section in order to better respond to user requests and track workload and plan for enhanced service;
- Reduced the number of servers by using virtualization; thereby reducing power consumption allowing staff to centrally manage and monitor resources and ensure high availability and uptime.
- Consolidated and centralized the infrastructure to ensure efficient and effective management of all IT related services; providing adequate capacity for the department 's growing and expanding technology needs.

Computerized Maintenance and Management System project (CMMS)

The division began the implementation of an enterprise asset and maintenance management system to support and manage properties and public right of ways maintained and operated by DPW and the City's Real Estate Division (RED), managed under the General Service Agency. This system consolidates information resulting in the improvement of coordination and communications between DPW, RED and client agencies. This system also provides insight on the depreciation or appreciation value of the asset over the course of its life span.

Business Intelligence Project

The division implemented a department-wide Business Intelligence (BI) and Data Warehouse (DW) solution. The solution extracts, analyzes, and centralizes data from various databases crossing all DPW business or functional areas. It includes two data marts and two OLAP cubes – a service order cube and a projects cube. The service order cube has three measures, nine main dimensions, and 25 sub-dimensions. The projects cube has two levels (Job Order Number level and detail level.) The projects' cube has the capability of measuring the performance in three measure groups and more than 60 individual measures. All project measures can be categorized and sub-categorized by more than 50 main dimensions and more than 200 sub-dimensions. The solution provides department staff at multiple levels within operations, engineering and financial administration access to accurate and timely analyzed data and performance measurements.

Legacy Application Replacement Project

This past year, the division implemented the integrated application development platform by using collaboration, workflow, and development tools in order to standardize and simplify development of applications.

The IT team continued consolidating various applications in the financial and contract management as part of an overhaul of DPW's strategy of migrating and improving the legacy applications in which previously on- and off-line (paper) processes are being integrated into a single, user-friendly online system.

Permit and Inspection Systems Enhancements

The division implemented an online payment system for residents and businesses to pay and renew permits and fees and citation fines associated with programs administered by the Bureau of Street Use and Mapping including the Street Inspection Repair Program/Abatement and Major Street Excavation Assessments.

In addition to this online service for the public, the division added two new programs into the inspection system for the management of citations under the Blight and Administrative Codes; which allows the public the ability to view and download violation notices and photographs online.

Construction Planning and Coordination

DPW's Five Year Paving Plan was enhanced with more features to aid in the coordination of multiple street excavation projects. The enhancements include the capability for planners and project managers to view the history log and it provides notification electronically. The division added a project planning layer for use by planners at various agencies to share their projects with one other, allow users to import and export existing projects and add or edit information. New tools allow projects to import and export existing projects along with the ability to add or edit projects.

Geographic Information System (GIS) / BaseMap

The division worked with the Office of Communications and Public Affairs on the creation of an online map through the Google platform, to highlight active and completed department projects citywide .The GIS data system includes several levels allowing staff to pinpoint locations on the map by selecting street ranges, inputting addresses and uploading images to the database. This online map was created for the launch of the department's newly designed web site and can be found on the homepage at www.sfdpw.org.

The team also upgraded to ArcGIS and associated tools; allowing access and availability to GIS Mapping services to both internal users via the intranet and external users via the main public web site.

Routing

The division began implementation of routing software to efficiently manage schedules and routes for the department's mechanical street cleaning program. The program oversees thousands of street cleaning routes and schedules and this tool will allow staff to establish a baseline for all the routes citywide. Prior to this tool, routes were manually tracked and analyzed.

OFFICE OF COMMUNICATIONS AND PUBLIC AFFAIRS

Director, Christine Falvey

The Office of Communications and Public Affairs educates, informs, and promotes DPW projects, programs, and services to San Francisco residents and businesses. The office manages and oversees a variety of special events, responds to public inquiries from residents and the media; and develops and maintains relationships with businesses and community groups.

In the 2009/10 year, the Public Affairs team advanced the department's vision toward making San Francisco a beautiful, livable, vibrant, and sustainable city through a variety of initiatives.

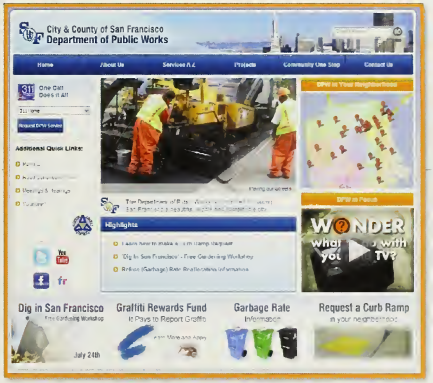
Outreach Events

The team attended more than 20 outreach events throughout the City. By tabling and distributing outreach materials and educating residents about DPW programs and projects, the team was able to reach out and provide education to thousands of people. The events also provide an opportunity for residents to ask questions, relay concerns or give compliments about DPW services. These events provide a personal and direct forum for DPW to engage with the public, which helps the department obtain a detailed and accurate assessment of people's concerns. Events attended this year include Sunday Streets in the Mission, Bayview, and the Great Highway; the Chinese New Year Street Fair; the San Bruno Street Fair; the Cinco De Mayo Street Festival and many more.

Outreach Tabling

Press Outreach

The Office of Communications and Public Affairs provides clear, concise and timely information to the public via traditional mainstream, ethnic, and social media. The Office distributed 65 press releases on important public information topics, including storm preparedness, availability of volunteer opportunities as well as a number of capital project ground breakings and ribbon cuttings. Press outreach provides an opportunity for the department to raise awareness about important topics such as the department's innovative pilot programs, department accomplishments, and other important cleaning, greening, and capital improvement initiatives.



DPW's New Website Homepage

Website Redesign

In May 2010, DPW launched a new public website. The department significantly transformed and modernized its public website at www.sfdpw.org by increasing accessibility, improving navigation, dynamically integrating social media, organizing and updating content and images, and offering a Google Map function that displays the location of current DPW projects and events. The team developed a more effective content management and organization system and developed and implemented a Sustainability Plan to keep the site constantly updated. The web team's goal is to have users find their desired information within two or three clicks and in Fiscal Year 10-11, the office will conduct a number of usability tests to ensure that the website is serving the needs of the public.

Construction Management Outreach

The Office of Communications and Public Affairs is instrumental in informing and engaging the community about upcoming street resurfacing projects, streetscape improvement projects, curb-ramp construction, sewer work, street-signal projects and other utility and infrastructure maintenance. The team reaches out to the public before and during construction in an effort to minimize disruptions.

In the past, our primary method of notifying residents and businesses about pending construction projects were through the post office, flyer distribution, walking door to door along impacted corridors, and attending community meetings. We improved our outreach efforts significantly this year by incorporating the use of social media, such as Facebook and Twitter as well as upgrading our website, which encourages the public to visit our web site to receive frequent project updates and other important information that impact them. Our upgraded site has weekly updates on significant paving projects with contact information, so that we may coordinate our work with the needs of residents and merchants.

DPW Working to Educate Community about Construction Projects

This fiscal year, the Public Affairs team conducted outreach on approximately 110 construction projects to ensure that residents, merchants, and people that share the road have access to accurate, consistent, comprehensive, and timely information.

Major projects included:

- Divisadero Streetscape Improvement Project
- Leland Streetscape Improvement Project
- Lower Polk Street Improvement Project
- Valencia Streetscape Improvement Project
- Van Ness Avenue Enhancement Project
- Ocean Beach Erosion /Stabilization Project
- Turk Street Resurfacing Project
- Jones Street Resurfacing Project

Social Media

A year after the implementation of social media networking at DPW, tools such as Facebook, Twitter, YouTube and Flickr have served the public by educating people about DPW's role and function as a service provider and providing important information to merchants and property owners about their responsibilities in keeping San Francisco clean and green. Social media has allowed the department to reach out to a larger audience in a cost effective manner with the capacity to maintain continuous and two way information exchanges. Further benefits from social media include increasing DPW's ability to market daily achievements; deliver information about and invitations to volunteer events; educate the public about large scale projects; increase methods for open dialogue with constituents; and promote transparency.

DPWs social media profiles have proven to be very popular. In the past year, with YouTube, we posted 13 videos, which received more than 4,500 views. On the photo sharing site, Flickr, about 8,000 views of uploaded images was recorded. On Facebook, DPW secured more than 325 fans, made more than 180 posts about programs and accomplishments, and received more than 15,000 page views and 3,700 photo views. With Twitter, the micro-blogging program, we generated 625 "tweets" or small phrases of important information, to a base of nearly 2,000 followers.

Employee Newsletter

Continuing the trend of using technology to educate the public and our own employees in a low cost manner, DPW's employee newsletter transitioned from a print to an electronic format last year, which not only saves paper and resources, but allows the department to offer dynamic forms of multimedia, such as video and photo sharing to offer employees information about what others in DPW are doing.

Public Works Week

Public Works Week in 2010 was one of the department's largest Public Works Weeks in recent memory. Tours of DPW projects were given by architects and project managers from significant capital improvement projects, such as the Richmond Branch Library, Sunnyside Conservatory, Third Street Bridge, and Laguna Honda Hospital.

Project Tour at Eureka Valley Branch Library

Public Works Week Awards Ceremony

Students Learn How to Fill a Pothole

In addition, the Office of Communications and Public Affairs worked closely with the Bureau of Operations for Open House at the operations facility, where more than 500 students from San Francisco schools came for Stop Litter presentations and participated in hands on activities, such as filling potholes, painting over graffiti, and building planters. The department also hosted its annual pin ceremony where employees were honored for their five to 35 years of commitment to public service.

2010 Employee Recognition Program

Pin Ceremony

Employees were nominated by their peers and selected for an award ceremony where they were formally recognized during National Public Works Week 2010.

The department recognized and awarded individuals or teams that excelled in the following five categories this fiscal year:

1. Ensuring Safe, Clean, and Green Infrastructure and Public Rights-of-Way
2. Creating and Maintaining Beautiful, Highly Functional, and Sustainable Facilities
3. Delivering World-Class Public Service
4. Embracing Organizational Efficiency and Innovation
5. Promoting Health and Safety

DPW recognized three individuals and four teams:

- Cliff Wong - Engineering - Delivering World-Class Public Service
- Jaime Flores-Lovo - Customer Service Division - Delivering World-Class Public Service
- Mary Ngwe - Street & Sewer Repair - Embracing Organizational Efficiency & Innovation
- The Contract Automation Team - Embracing Organizational Efficiency & Innovation
- The Bernal Heights Library Team - Creating and Maintaining Beautiful, Highly Functional, and Sustainable Facilities
- The Defensive Driving Instructors Team - Promoting Health and Safety
- The Divisadero Streetscape Improvements Team - Ensuring Safe, Clean, and Green Infrastructure and Public Rights-of-Way

Emergency Preparedness Program

DPW's Emergency Preparedness Program builds, sustains, and continuously improves the Department's capability to prevent, protect against, respond to, and recover from emergencies, in order to save lives and minimize the impact of a disaster.

DPW's training and exercise strategy includes real-world events as well as planned exercises. This year, DPW partially activated the Departmental Operations Center (DOC) during Halloween and New Year's Eve. As a result of these activations, DPW trained core members of the DOC Command Staff and key Planning Section members and created an Event/Incident Action Plan template that helps improve response to emergencies or planned event. DPW also participated in the 2010 regional Golden Guardian exercise and the October 2009 Statewide Earthquake Exercise called 'Shakeout.' This fiscal year, DPW's DOC Activation Manual and the Debris Management Team Guide were updated and DPW's Disaster Plan was reviewed and reorganized to support a more efficient method to correct, improve, notify, educate and train staff on changes to specific procedures.

In order to facilitate access, review and use of emergency procedures by all DPW staff, a DPW Emergency SharePoint page was developed. This allows staff to easily access and update work flow information, contact numbers, department and citywide policies and procedures.

Departmental Operations Center Activation Exercise

GENERAL SERVICES AGENCY

GSA Training & Development expanded its services this fiscal year by adding two levels of supervisory training programs: Supervisor Academy I for new supervisors and Supervisor Academy II, an advanced program for experienced supervisors. We continued to provide facilitation for Operations' Bureau Community Clean Team events and the Women's Enrichment Group. In addition to training, the team provided workshops around working with varying personalities, how to better communicate, and ways to assist with time management. For Environmental Service Worker Apprentices, the team worked with individuals around communications and interviewing skills. Executive coaching is another service that was offered to support career development for supervisors and managers. Training on harassment prevention, Title VI of the Civil Rights Act information, and training on the New Employee Orientation continued as part of the services this division provides to the Department of Public Works.

GSA Human Resources Division provides direct client services to DPW management and employees including payroll processing, personnel processing, recruitment and selection services, classification and compensation services, employee and labor relations, Americans with Disability Act accommodations, and Equal Employment Opportunity. In FY 09-10, the Division completed the review of 40 Human Resources Management Practices and developed more than 25 DPW Personnel Policies and Procedures to help the agency meet national standards and their accreditation from the American Public Works Association. In addition, the Division assisted DPW with the review of the Title VI Civil Rights Act complaint process and form. The GSA decentralized examination unit was able to provide lists of eligible employee candidates for 12 classifications including several management, architecture, inspector, and craft positions. The GSA Human Resources continues to foster a productive work environment for all employees.

Environmental Health and Safety (EHS)

EHS promotes workplace health and safety through education and consultation. This year, EHS implemented its Safety Action Plan for FY 09-10 with the goal of elevating Safety and Wellness Programs, reducing injury and motor vehicle accident rates within DPW, and increasing compliance with health and safety regulations.

Recordable lost work case reduction

DPW significantly reduced the lost workday case rate this fiscal year. The department's Strategic Plan set the goal of reducing the lost workday case rate to five and the agency exceeded this goal with an overall rate of three; a reduction of more than 45% from last fiscal year. This improvement was achieved by a combination of injury prevention programs including the implementation of an aggressive initiative to help get workers back to work in a timely manner. EHS conducted field inspections, developed and updated safe work practices, and implemented efforts to minimize the risks associated with repetitive tasks.

Richard Donovan, Truck Driver, SSR

2010 National Safety Council, Safe Driver Award of Honor Recipient

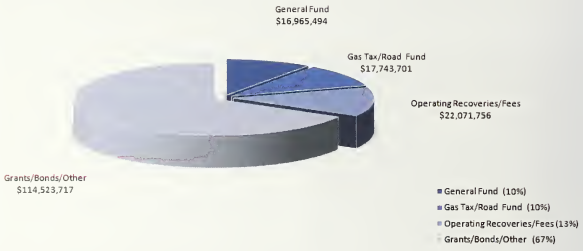
24 years without a motor vehicle accident

Wellness

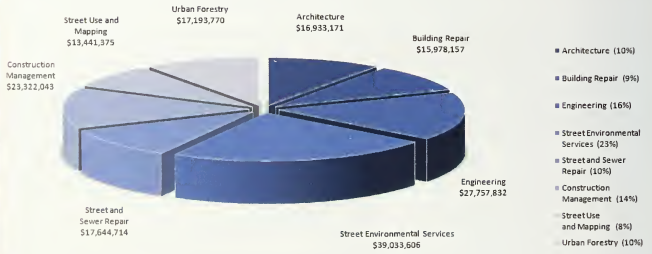
EHS coordinated the Third Annual DPW Health Fair held in October 2009. The Health Fair included free medical screenings, flu shots, chair massages, healthy foods cooking demonstrations and information from other city agencies, non-profit groups, and vendors around tips on healthy lifestyles and diets for 400 employees. EHS arranged lunchtime seminars on cholesterol and high blood pressure. DPW participated in the Fourth Annual Shape-Up San Francisco Walking Challenge where 150 employees participated in the 10-week challenge to get exercise. Participating individuals logged enough miles to walk the length of the State of California!

DPW Health Fair

SOURCES OF FUNDS FISCAL YEAR 2010



USE OF FUNDS BY BUREAU FISCAL YEAR 2010

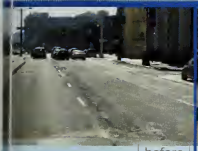


Architectural Engineering

before

after

Street Improvements



before

after

Resurfacing Streets on Van Ness Avenue

before

after

Streetscape Improvements Divisadero Street

Graffiti Removal

Clean and Green Trucks Pilot Program

before

after

Services provided by the Department of Public Works

- Adopt-A-Street Program
- Arbor Day
- Architecture Services
- Automatic Public Toilets
- Capital Improvement Projects
- Community Clean Team
- Community Corridors Partnership Program
- Condominium Conversion
- Construction Management
- Curb Ramp Construction
- Disability Access
- Enforcement
- Engineering Services
- Graffiti Removal
- Graffiti Watch
- Green Buildings (Leadership in Energy and Environmental Design-LEED)
- Litter Receptacles
- Maintenance of Public Buildings
- Median Maintenance and Landscaping
- Mechanical Street Cleaning
- News Rack Program
- Permits (Trees, Street-Use & Excavation, Sidewalk Encroachment, Sidewalk Landscaping, etc)
- Plaza Cleaning
- Pothole Repair
- Public Litter Receptacles
- Sidewalk/Roadway Inspections
- Sidewalk Inspection and Repair Program
- Street Construction Coordination
- Street Parks
- Street Reconstruction
- Street Repair
- Street Resurfacing
- Street Trees
- Subdivision and Mapping
- Surveying
- Urban Gleaning
- Utility Undergrounding
- Volunteer Programs

Produced by DPW's Office of Communications and Public Affairs.

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